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Subject: Emailing - 4M Roadmap Background Material - 04-07-18 (003).pdf
Attachments: 4M Roadmap Background Material - 04-07-18 (003).pdf



4M Roadmap
Background Mat...

UNITED STATES DISTRICT COURT
NORTHERN DISTRICT OF CALIFORNIA

TRIAL EXHIBIT 1389

Case No. 3:21-cv-03496-AMO

Date Entered

By

Deputy Clerk

4M PROJECT PACKET

AS OF 4/6/2018

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dV Procedures

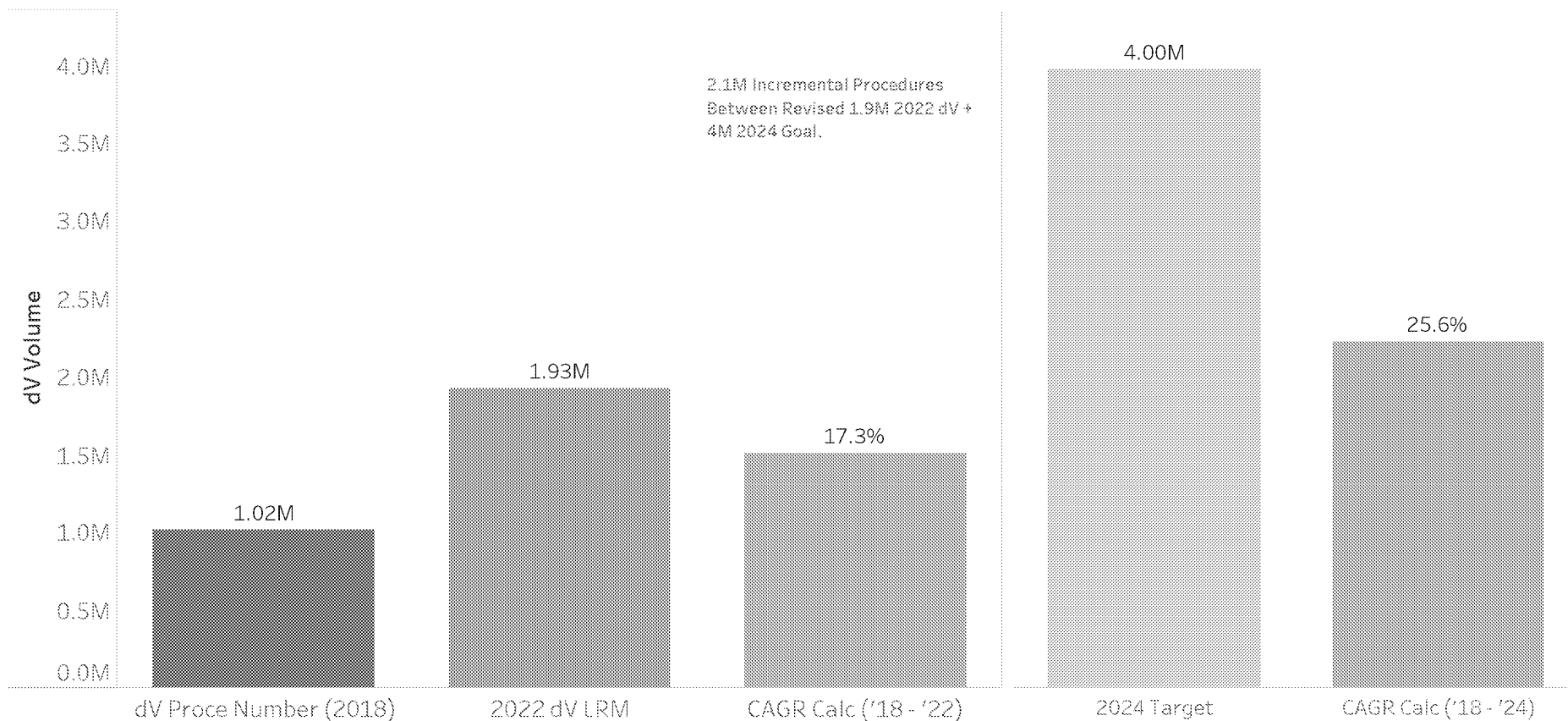
Today vs. 2022 LRM

Assumptions

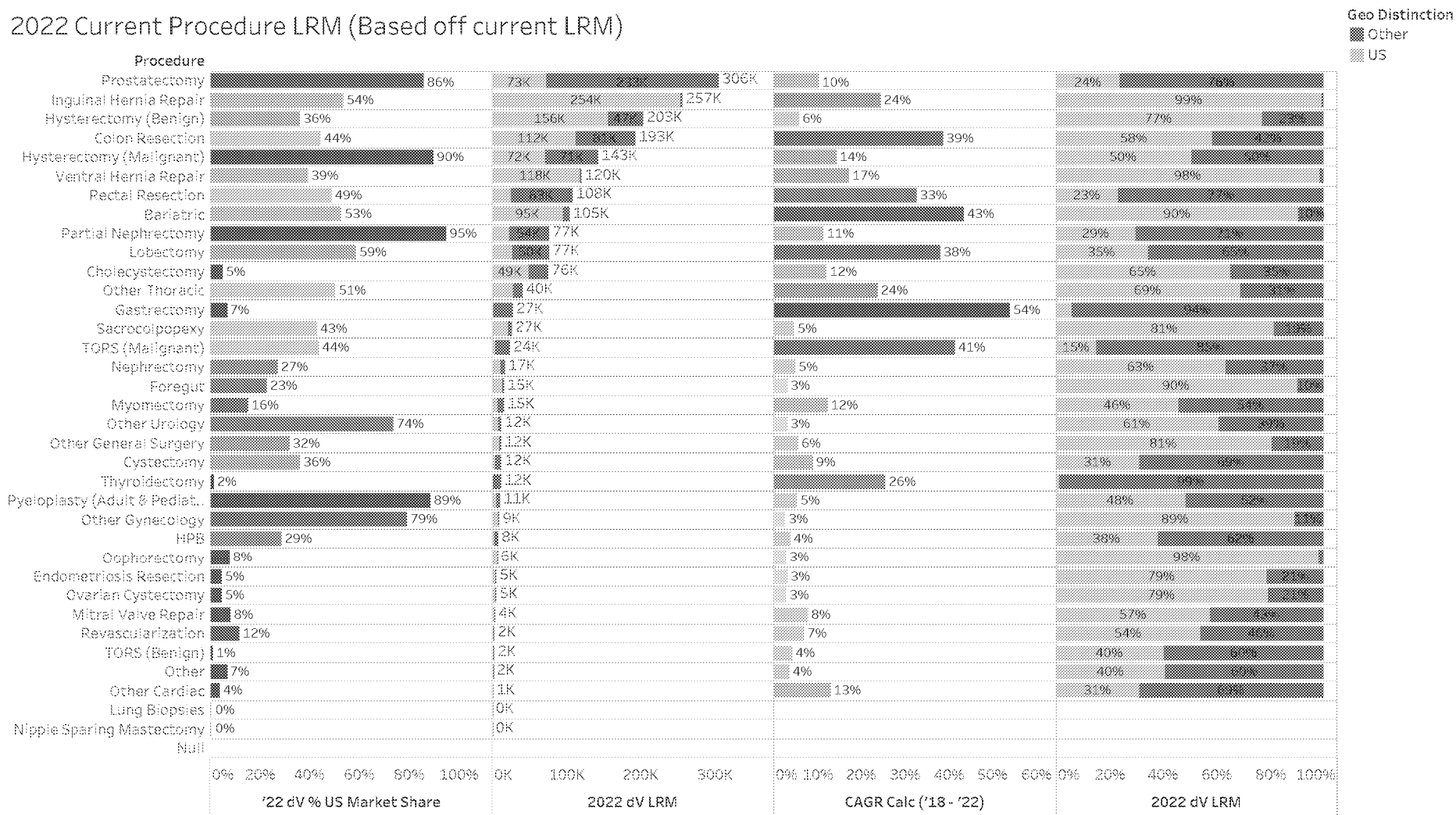
- Used 2022 LRM procedure data to map out 2022 dV procedure composition
- Took best available total market sizes from the LRM model and overlaid them to the dV 2022 numbers to assess market penetration

CONFIDENTIAL - 2024 MARKET MODELING

Current LRM - Growth Summary



2022 Current Procedure LRM (Based off current LRM)



Top 10 dV Procs By Country

	Rank									
	1	2	3	4	5	6	7	8	9	10
US	Inguinal Hernia 254K, 54%	dVH - Benign 156K, 35%	Ventral Hernia 118K, 29%	Colon Resection 112K, 44%	Bariatrics 95K, 53%	dVP 73K, 86%	dVH - Malignant 72K, 90%	Cholecystectomy 49K, 5%	Other Thoracic 28K, 91%	dVL 27K, 59%
Germany	Colon Resection 95K, 46%	dVP 19K, 89%	Rectal Resection 14K, 39%	dVL 7K, 49%	dVH - Malignant 6K, 43%	dVPN 4K, 54%	dVH - Benign 4K, 3%	Pyeloplasty 1K, 52%	Other Urology 1K, 53%	dVSC 1K, 2%
Japan	Gastrectomy 24K, 43%	dVP 18K, 91%	dVL 12K, 26%	dVH - Malignant 10K, 99%	Rectal Resection 9K, 21%	Other Thoracic 7K, 100%	dVPN 6K, 100%	Colon Resection 2K, 3%	dVC 0K, 5%	dVH - Benign 0K, 0%
China	dVP 26K, 51%	dVPN 9K, 28%	dVH - Malignant 9K, 5%	Rectal Resection 8K, 18%	dVL 6K, 2%	dVH - Benign 6K, 2%	Colon Resection 5K, 3%	dVC 4K, 74%	HPB 3K, 1%	dVN 2K, 44%
India	dVP 16K, 53%	dVTORS - Malignant 14K, 41%	dVH - Malignant 8K, 20%	Rectal Resection 5K, 27%	dVL 4K, 18%	Colon Resection 3K, 14%	dVH - Benign 2K, 2%	dVPN 1K, 29%	Other Urology 1K, 81%	Other Thoracic 0K, 47%
South Korea	Cholecystectomy 13K, 18%	dVThyroid 9K, 32%	dVH - Benign 8K, 27%	dVMyo 6K, 21%	dVP 5K, 77%	Rectal Resection 4K, 28%	dVH - Malignant 2K, 5%	dVPN 2K, 53%	dVL 1K, 6%	Gastrectomy 1K, 5%
France	dVP 13K, 69%	Colon Resection 8K, 19%	dVL 6K, 59%	Rectal Resection 4K, 26%	dVH - Malignant 4K, 33%	dVPN 4K, 66%	dVSC 3K, 12%	dVH - Benign 3K, 5%	Bariatrics 1K, 3%	Pyeloplasty 1K, 59%
Italy	dVP 21K, 96%	Rectal Resection 8K, 100%	Colon Resection 3K, 13%	dVH - Malignant 3K, 45%	dVL 3K, 33%	dVH - Benign 2K, 8%	dVPN 2K, 61%	Cholecystectomy 1K, 1%	Pyeloplasty 1K, 50%	dVThyroid 0K, 1%
Nordics	dVH - Benign 12K, 57%	dVP 9K, 100%	Colon Resection 7K, 57%	Rectal Resection 5K, 97%	dVH - Malignant 5K, 100%	dVL 1K, 52%	Ventral Hernia 1K, 5%	dVPN 1K, 99%	dVTORS - Malignant 1K, 43%	dVC 1K, 24%
United Kingdom	dVP 11K, 100%	dVH - Malignant 5K, 65%	Bariatrics 4K, 45%	Rectal Resection 4K, 30%	dVL 3K, 66%	Colon Resection 2K, 13%	dVTORS - Malignant 2K, 53%	dVH - Benign 2K, 4%	dVPN 1K, 92%	Cholecystectomy 1K, 2%
Brazil	dVP 21K, 97%	Rectal Resection 3K, 17%	Colon Resection 3K, 10%	Bariatrics 2K, 7%	Cholecystectomy 1K, 1%	dVH - Malignant 1K, 4%	dVPN 1K, 15%	dVTORS - Malignant 1K, 8%	Ventral Hernia 0K, 30%	dVH - Benign 0K, 0%
Benelux	dVP 10K, 97%	Rectal Resection 7K, 72%	dVL 5K, 49%	dVH - Malignant 4K, 79%	dVPN 2K, 80%	dVH - Benign 2K, 6%	Inguinal Hernia 1K, 93%	Colon Resection 1K, 3%	dVSC 1K, 69%	dVC 1K, 14%
Other EMEA Direct	dVP 9K, 92%	dVPN 9K, 88%	Rectal Resection 7K, 73%	dVH - Benign 2K, 18%	Colon Resection 1K, 10%	Bariatrics 1K, 82%	Cholecystectomy 1K, 52%	dVH - Malignant 0K, 3%	Pyeloplasty 0K, 28%	Other Urology 0K, 24%
Australia	dVP 11K, 97%	Cholecystectomy 6K, 12%	dVH - Malignant 6K, 100%	dVPN 2K, 73%	dVH - Benign 1K, 5%	Bariatrics 1K, 6%	Colon Resection 1K, 8%	Rectal Resection 1K, 9%	dVSC 0K, 1%	Pyeloplasty 0K, 17%
Other EMEA Indirect	dVP 13K, 89%	dVPN 8K, 83%	Rectal Resection 1K, 85%	Colon Resection 1K, 75%	Pyeloplasty 1K, 60%	Other Urology 0K, 40%	Bariatrics 0K, 40%	dVN 0K, 40%	dVC 0K, 37%	Other Thoracic 0K, 37%
Canada	Colon Resection 9K, 91%	dVP 6K, 65%	dVH - Malignant 4K, 81%	Rectal Resection 2K, 81%	dVPN 0K, 22%	Other Urology 0K, 12%	dVN 0K, 8%	dVER 0K, 9%	dVL 0K, 1%	Pyeloplasty 0K, 8%
Americas	dVP 9K, 94%	dVH - Benign 1K, 84%	dVPN 1K, 62%	Cholecystectomy 0K, 37%	Inguinal Hernia 0K, 32%	Other Urology 0K, 16%	dVN 0K, 15%	dVER 0K, 12%	Pyeloplasty 0K, 11%	Foregut 0K, 10%
Taiwan	dVH - Benign 3K, 45%	dVP 2K, 97%	dVH - Malignant 2K, 80%	Rectal Resection 1K, 29%	dVMyo 1K, 24%	dVL 1K, 13%	dVPN 1K, 98%	HPB 0K, 13%	Other Urology 0K, 35%	dVMV2 0K, 25%
Spain	dVP 9K, 76%	dVL 1K, 24%	dVH - Malignant 1K, 15%	dVPN 0K, 54%	Colon Resection 0K, 1%	Bariatrics 0K, 6%	Rectal Resection 0K, 2%	Pyeloplasty 0K, 10%	Other Thoracic 0K, 8%	dVC 0K, 3%
Asia Other	dVP 5K, 95%	Rectal Resection 0K, 37%	dVH - Malignant 0K, 26%	dVH - Benign 0K, 26%	dVPN 0K, 20%	dVL 0K, 11%	Other Thoracic 0K, 11%	Other 0K, 10%	HPB 0K, 10%	Other Urology 0K, 9%

dV Penetration of Total Market



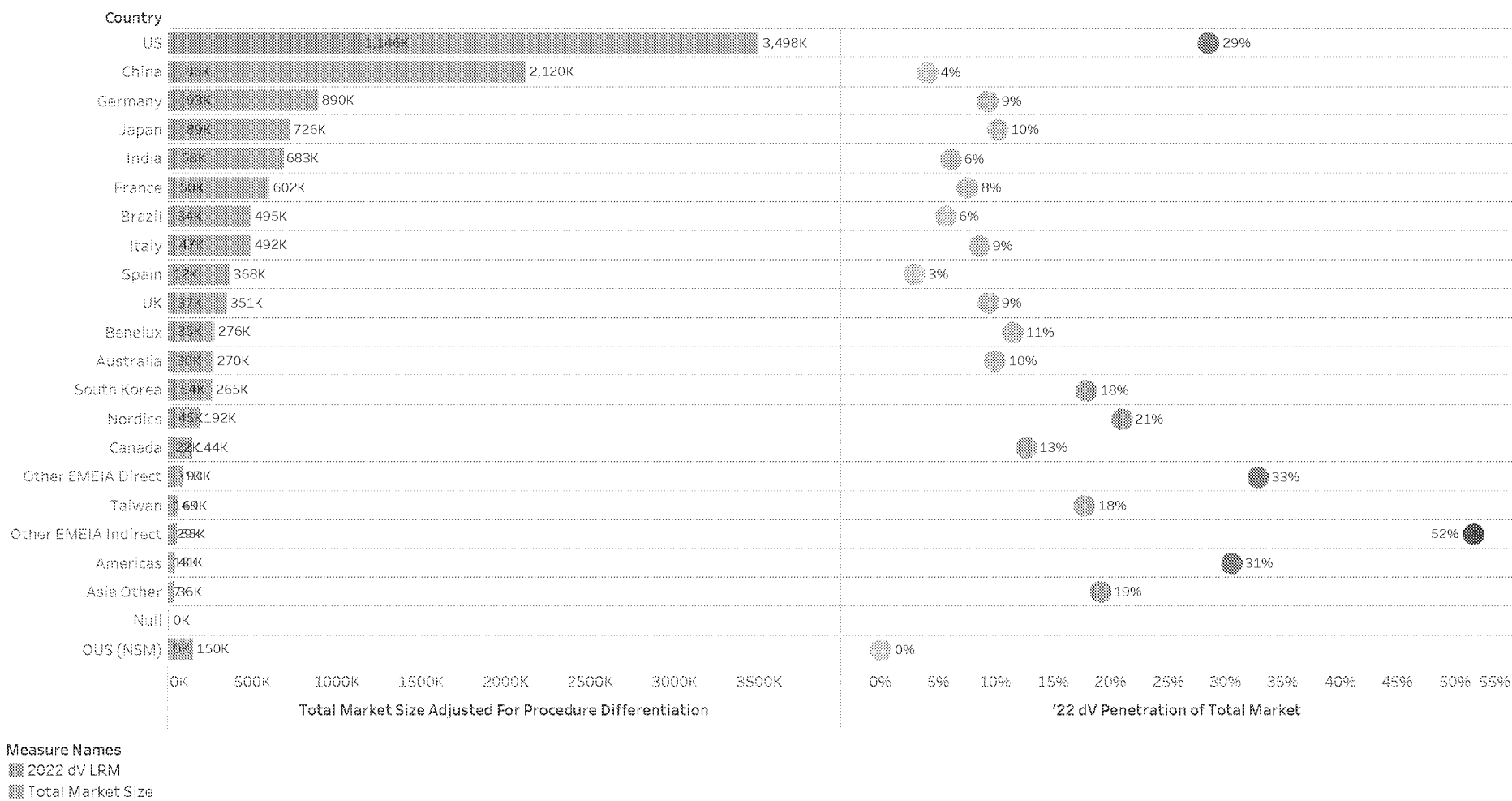
Display:

Procedure Subject

dV Procs, dV % Penetration of total market

* Rank is based on the number of dV procedures being performed in this market in '22

'22 dV Penetration vs. Total Market Size



Market Opportunity

(Total & Remaining Market Opportunities)

Assumptions


- Look at total market opportunity based on haircuts for emergent procedures. Total market opportunity is a mix of LRM data and data that we have started to vet internally.
- Remaining market opportunity is the remaining market volume based on where our dV business is projected to land in 2022.
- Remaining opportunity for patient complexity was assessed through HEOR metrics (referenced throughout pages).

Total Market Opportunity *1K is default without any 3rd party information

		US	China	Japan	India	Germany	France	Brazil	Italy	Spain	United Kingdom	Australia	South Korea	Benelux	Nordics	Canada	Other EMEA Direct	Taiwan	Other EMEA Indirect	Americas	Asia Other	Grand Total	(-) Brazil/India/China
Cancer	Colon Resection	252K	140K	40K	21K	34K	44K	25K	33K	32K	18K	22K	14K	29K	20K	10K	10K	6K	1K	1K	1K	838K	652K
	Lobectomy	45K	365K	30K	25K	18K	10K	12K	10K	6K	4K	17K	10K	3K	6K	1K	6K	1K	1K	1K	578K	176K	
	HPB	10K	400K	20K	1K	1K	1K	1K	1K	1K	7K	14K	1K	1K	1K	1K	3K	1K	1K	1K	467K	65K	
	Hysterectomy (Malign..)	80K	200K	15K	38K	15K	12K	22K	7K	10K	8K	5K	4K	6K	5K	10K	3K	1K	1K	1K	448K	187K	
	Prostatectomy	85K	50K	23K	30K	23K	19K	22K	22K	12K	9K	8K	6K	8K	9K	8K	10K	3K	15K	10K	5K	376K	274K
	Rectal Resection	51K	45K	32K	20K	39K	18K	16K	8K	16K	12K	9K	15K	10K	7K	3K	10K	4K	1K	1K	1K	316K	235K
	Gastrectomy	23K	79K	54K	1K	1K	1K	1K	1K	1K	2K	20K	1K	1K	1K	1K	2K	1K	1K	1K	194K	113K	
	Partial Nephrectomy	24K	33K	6K	5K	9K	6K	5K	13K	2K	2K	2K	3K	2K	1K	2K	10K	1K	10K	1K	1K	138K	95K
	Nephrectomy	40K	5K	14K	1K	16K	9K	1K	10K	6K	8K	3K	5K	10K	3K	1K	1K	1K	1K	1K	1K	135K	128K
	Oophorectomy	80K	1K	1K	1K	1K	1K	1K	1K	1K	1K	3K	10K	1K	1K	1K	1K	1K	1K	1K	1K	111K	108K
	TORS (Malignant)	8K	27K	4K	35K	2K	2K	8K	2K	1K	3K	1K	1K	2K	2K	1K	1K	3K	1K	1K	1K	106K	36K
	Cystectomy	10K	5K	4K	1K	10K	3K	1K	5K	3K	3K	1K	1K	4K	2K	1K	1K	2K	1K	1K	1K	60K	53K
Benign	Cholecystectomy	979K	26K	275K	600K	200K	115K	210K	117K	81K	94K	50K	78K	50K	37K	85K	1K	15K	1K	1K	1K	2,986K	2,150K
	Hysterectomy (Benign)	430K	350K	57K	152K	115K	49K	90K	60K	37K	42K	26K	29K	22K	21K	42K	10K	7K	1K	1K	1K	1,542K	951K
	Inguinal Hernia Repair	475K	1K	106K	1K	115K	121K	1K	137K	91K	50K	48K	0K	32K	44K	1K	1K	1K	1K	1K	1K	1,227K	1,224K
	Ventral Hernia Repair	300K	1K	10K	1K	57K	48K	1K	1K	46K	25K	24K	0K	1K	19K	1K	1K	1K	1K	1K	1K	539K	536K
	Bariatric	180K	1K	0K	11K	1K	55K	97K	9K	4K	6K	15K	0K	20K	12K	7K	1K	1K	1K	1K	1K	424K	314K
	Ovarian Cystectomy	80K	1K	91K	1K	1K	1K	1K	1K	1K	2K	27K	1K	1K	1K	1K	1K	1K	1K	1K	1K	215K	137K
	Sacrocolpopexy	50K	1K	8K	1K	25K	18K	40K	1K	1K	3K	19K	0K	1K	1K	5K	1K	1K	1K	1K	1K	179K	139K
	Myomectomy	45K	1K	26K	1K	7K	6K	18K	1K	1K	3K	1K	28K	1K	1K	3K	10K	3K	1K	1K	1K	159K	127K
	Endometriosis Resecti..	85K	1K	1K	1K	1K	8K	1K	1K	1K	15K	7K	0K	1K	1K	1K	1K	1K	1K	1K	1K	130K	212K
	TORS (Benign)	80K	1K	1K	1K	1K	1K	1K	1K	1K	1K	1K	0K	1K	1K	1K	1K	1K	1K	1K	1K	98K	95K
	Other Thoracic	55K	5K	6K	1K	10K	1K	1K	1K	1K	1K	1K	3K	1K	1K	1K	1K	1K	1K	1K	1K	94K	87K
	Foregut	60K	1K	1K	1K	1K	1K	1K	1K	1K	1K	3K	0K	1K	1K	1K	1K	1K	1K	1K	1K	80K	77K
	Other General Surgery	30K	5K	1K	1K	1K	1K	1K	1K	1K	1K	1K	0K	1K	1K	1K	1K	1K	1K	1K	1K	52K	45K
	Other Urology	10K	5K	1K	1K	1K	1K	1K	1K	1K	1K	1K	0K	1K	1K	1K	1K	1K	1K	1K	1K	32K	25K
	Other	10K	1K	1K	1K	1K	1K	1K	1K	1K	1K	1K	0K	1K	1K	1K	1K	1K	1K	1K	1K	28K	25K
	Other Gynecology	10K	1K	1K	1K	1K	1K	1K	1K	1K	1K	1K	0K	1K	1K	1K	1K	1K	1K	1K	1K	28K	25K
	Pyeloplasty (Adult & P..)	6K	5K	1K	1K	1K	1K	1K	1K	1K	1K	1K	0K	1K	1K	1K	1K	0K	1K	1K	1K	27K	20K
		3,592K	1,757K	869K	956K	753K	556K	582K	449K	360K	314K	270K	271K	222K	199K	172K	92K	72K	52K	38K	33K	11,609K	8,314K
Total Market Opp		66K	24K	50K	11K	60K	52K	18K	44K	47K		59K	49K	60K	65K	55K		61K				GDP/HEAD	
OK		347m	1.4B	124m	1.3B	79m	69m	223m	63m	51m		25m	49m	30m	22m	38m		24m				Pop/Country	

*Total Market Opportunity = '22 dV Procedures+ Remaining MIS + Remaining Open

Total Market Opportunity (Exlcuding Emergent Procedures) *1K is default without any 3rd party information

		US	China	Japan	India	Germany	France	Brazil	Italy	Spain	United Kingdom	Australia	South Korea	Benelux	Nordics	Canada	Other EMEA Direct	Taiwan	Other EMEA Indirect	Americas	Asia Other	Grand Total	(-) Brazil/India/China
Cancer	Colon Resection	176K	98K	56K	15K	56K	31K	18K	23K	22K	13K	15K	10K	21K	14K	7K	7K	4K	1K	1K	1K	587K	457K
	Lobectomy	45K	365K	30K	25K	18K	10K	12K	10K	6K	6K	4K	17K	10K	3K	6K	1K	6K	1K	1K	1K	578K	176K
	HPB	10K	400K	20K	1K	1K	1K	1K	1K	1K	7K	14K	1K	1K	1K	1K	3K	1K	1K	1K	467K	65K	
	Hysterectomy (Malign..)	80K	200K	15K	38K	15K	12K	22K	7K	10K	8K	5K	4K	6K	5K	5K	10K	3K	1K	1K	1K	448K	187K
	Prostatectomy	85K	50K	23K	30K	23K	19K	22K	22K	12K	9K	8K	6K	8K	9K	8K	10K	3K	15K	10K	5K	376K	274K
	Rectal Resection	51K	45K	32K	20K	39K	18K	16K	8K	16K	12K	9K	15K	10K	7K	3K	10K	4K	1K	1K	1K	316K	235K
	Gastrectomy	23K	79K	54K	1K	1K	1K	1K	1K	1K	2K	20K	1K	1K	1K	1K	2K	1K	1K	1K	1K	194K	113K
	Partial Nephrectomy	24K	33K	6K	5K	9K	6K	5K	13K	2K	2K	2K	3K	2K	1K	2K	10K	1K	10K	1K	1K	138K	95K
	Nephrectomy	40K	5K	14K	1K	16K	9K	1K	10K	6K	8K	3K	5K	10K	3K	1K	1K	1K	1K	1K	1K	135K	128K
	Oophorectomy	80K	1K	1K	1K	1K	1K	1K	1K	1K	1K	3K	10K	1K	1K	1K	1K	1K	1K	1K	1K	111K	108K
	TORS (Malignant)	8K	27K	4K	35K	2K	2K	8K	2K	1K	3K	1K	1K	2K	2K	1K	1K	3K	1K	1K	1K	106K	36K
	Cystectomy	10K	5K	4K	1K	10K	3K	1K	5K	3K	3K	1K	1K	4K	2K	1K	1K	2K	1K	1K	1K	60K	53K
Benign	Cholecystectomy	538K	14K	151K	330K	110K	83K	116K	54K	44K	49K	27K	40K	28K	20K	36K	1K	8K	1K	1K	1K	1,642K	1,183K
	Hysterectomy (Benign)	430K	350K	57K	152K	115K	49K	90K	60K	37K	42K	26K	29K	22K	21K	42K	10K	7K	1K	1K	1K	1,542K	951K
	Inguinal Hernia Repair	475K	1K	106K	1K	115K	121K	1K	137K	91K	50K	48K	0K	32K	44K	1K	1K	1K	1K	1K	1K	1,227K	1,224K
	Ventral Hernia Repair	300K	1K	10K	1K	57K	48K	1K	1K	46K	25K	24K	0K	1K	19K	1K	1K	1K	1K	1K	1K	539K	536K
	Bariatric	180K	1K	0K	11K	1K	55K	97K	9K	4K	6K	15K	0K	20K	12K	7K	1K	1K	1K	1K	1K	424K	314K
	Ovarian Cystectomy	80K	1K	91K	1K	1K	1K	1K	1K	1K	2K	27K	1K	1K	1K	1K	1K	1K	1K	1K	1K	215K	137K
	Sacrocolpopexy	50K	1K	8K	1K	25K	18K	40K	1K	1K	3K	19K	0K	1K	1K	5K	1K	1K	1K	1K	1K	179K	139K
	Myomectomy	45K	1K	26K	1K	7K	6K	18K	1K	1K	3K	1K	28K	1K	1K	3K	10K	3K	1K	1K	1K	159K	127K
	Endometriosis Resecti..	85K	1K	1K	1K	1K	8K	1K	1K	1K	15K	7K	0K	1K	1K	1K	1K	1K	1K	1K	1K	130K	212K
	TORS (Benign)	80K	1K	1K	1K	1K	1K	1K	1K	1K	1K	1K	0K	1K	1K	1K	1K	1K	1K	1K	1K	98K	95K
	Other Thoracic	55K	5K	6K	1K	10K	1K	1K	1K	1K	1K	1K	3K	1K	1K	1K	1K	1K	1K	1K	1K	94K	87K
	Foregut	60K	1K	1K	1K	1K	1K	1K	1K	1K	1K	3K	0K	1K	1K	1K	1K	1K	1K	1K	1K	80K	77K
	Other General Surgery	30K	5K	1K	1K	1K	1K	1K	1K	1K	1K	1K	0K	1K	1K	1K	1K	1K	1K	1K	1K	52K	45K
	Other Urology	10K	5K	1K	1K	1K	1K	1K	1K	1K	1K	1K	0K	1K	1K	1K	1K	1K	1K	1K	1K	32K	25K
	Other	10K	1K	1K	1K	1K	1K	1K	1K	1K	1K	1K	0K	1K	1K	1K	1K	1K	1K	1K	1K	28K	25K
	Other Gynecology	10K	1K	1K	1K	1K	1K	1K	1K	1K	1K	1K	0K	1K	1K	1K	1K	1K	1K	1K	1K	28K	25K
	Pyeloplasty (Adult & P..)	6K	5K	1K	1K	1K	1K	1K	1K	1K	1K	1K	0K	1K	1K	1K	1K	0K	1K	1K	1K	27K	20K
		3,076K	1,703K	722K	679K	639K	490K	480K	387K	315K	269K	241K	234K	190K	176K	140K	89K	64K	51K	37K	32K	10,014K	7,151K
Total Market Opp		66K	24K	50K	11K	60K	52K	18K	44K	47K		59K	49K	60K	65K	55K		61K				GDP/HEAD	
OK  150K		347m	1.4B	1.24m	1.3B	79m	69m	223m	63m	51m		25m	49m	30m	22m	38m		24m				Pop/Country	
		*Total Market Opportunity = '22 dV Procedures+ Remaining MIS + Remaining Open - Emergent Procedures																					

Remaining Market Opportunities (In 2022) *1K is default without any 3rd party information

	US	China	India	Japan	Germany	Brazil	France	Italy	Spain	United Kingdom	Australia	South Korea	Benelux	Nordics	Canada	Other EMEA Di..	Taiwan	Asia Other	Americas	Other EMEA In..	Grand Total	(-) Brazil//China	'22 dV L.	
Cancer	Lobectomy	10K	359K	20K	15K	9K	12K	5K	8K	5K	3K	4K	15K	5K	2K	6K	1K	5K	1K	1K	495K	270K	193K	
	HPB	6K	397K	1K	18K	1K	1K	1K	1K	1K	1K	7K	12K	1K	1K	1K	1K	3K	1K	1K	455K	104K	77K	
	Colon Resection	64K	93K	12K	48K	21K	15K	23K	19K	22K	10K	14K	9K	20K	7K		6K	4K	1K	1K	390K	56K	8K	
	Hysterectomy (Malign..)	8K	191K	30K	4K	7K	22K	8K	4K	10K	3K		2K	2K		1K	10K	1K	1K	1K	303K	60K	143K	
	Rectal Resection	26K	37K	15K	20K	21K	13K	14K	1K	16K	8K	8K	10K	3K	2K	1K	3K	3K	1K	1K	201K	136K	108K	
	Gastreotomy	19K	70K	1K	25K	1K	1K	1K	1K	1K	1K	2K	16K	1K	1K	1K	1K	2K	1K	1K	156K	76K	27K	
	Nephrectomy	25K	3K	1K	12K	14K	1K	9K	10K	6K	8K	3K	4K	9K	2K	1K	1K	1K	1K	1K	111K	30K	6K	
	Oophorectomy	73K	1K	1K	1K	1K	1K	1K	1K	1K	1K	3K	9K	1K	1K	1K	1K	1K	1K	1K	101K	98K	17K	
	TORS (Malignant)	4K	26K	21K	4K	2K	7K	2K	2K	1K	1K	1K	0K	2K	1K	1K	1K	3K	1K	1K	81K	107K	24K	
	Prostatectomy	8K	24K	14K	2K	3K	1K	6K	1K	4K			1K			2K	1K	0K	0K	1K	2K	69K	27K	306K
Partial Nephrectomy	1K	24K	3K		4K	4K	2K	11K	1K	0K	1K	1K	0K	0K	2K	1K	0K	1K	0K	2K	60K	28K	77K	
Cystectomy	5K	1K	1K	4K	8K	1K	3K	5K	3K	2K	1K	1K	3K	2K	1K	1K	2K	1K	1K	1K	46K	42K	12K	
Benign	Cholecystectomy	485K	13K	330K	135K	99K	114K	53K	53K	44K	48K	21K	27K	28K	20K	36K	0K	8K	1K	0K	0K	1,536K	1,079K	76K
	Hysterectomy (Benign)	151K	344K	150K	51K	100K	98K	47K	58K	37K	41K	25K	20K	21K	9K	42K	8K	4K	1K	0K	1K	1,197K	614K	203K
	Inguinal Hernia Repair	182K	1K	1K	96K	103K	1K	121K	137K	91K	50K	45K		31K	43K	1K	1K	1K	1K	1K	910K	907K	257K	
	Ventral Hernia Repair	182K	1K	1K	9K	52K	1K	47K	1K	45K	25K	24K		1K	18K	1K	1K	1K	1K	1K	412K	410K	120K	
	Bariatric	86K	1K	11K	0K	1K	96K	53K	9K	4K	3K	14K		20K	12K	7K	0K	1K	1K	1K	319K	211K	105K	
	Ovarian Cystectomy	79K	1K	1K	92K	1K	1K	1K	1K	1K	1K	2K	24K	1K	1K	1K	1K	1K	1K	1K	1K	195K	102K	27K
	Sacrocolpopexy	23K	1K	1K	8K	22K	60K	15K	1K	1K	3K	19K		0K	1K	5K	1K	1K	1K	1K	1K	144K	114K	15K
	Myomectomy	14K	1K	1K	24K	6K	18K	5K	1K	1K	3K	1K	20K	1K	1K	3K	10K	2K	1K	1K	1K	133K	117K	5K
	Endometriosis Resecti..	77K	1K	1K	1K	1K	1K	7K	1K	1K	15K	7K		1K	1K	1K	1K	1K	1K	1K	1K	120K	192K	5K
	TGFS (Benign)	60K	1K	1K	1K	1K	1K	1K	1K	1K	1K	1K		1K	1K	1K	1K	1K	1K	1K	1K	81K	78K	2K
	Foregut	45K	1K	1K	1K	1K	1K	1K	1K	1K	1K	3K		1K	1K	1K	1K	1K	1K	1K	1K	65K	62K	15K
	Other Thoracic	22K	4K	1K		9K	1K	1K	1K	1K	1K	1K	3K	1K	1K	1K	1K	1K	1K	1K	1K	49K	44K	40K
	Other General Surgery	17K	4K	1K	1K	1K	1K	1K	1K	1K	1K	1K		1K	1K	1K	1K	1K	1K	1K	1K	37K	31K	12K
	Other	8K	1K	1K	1K	1K	1K	1K	1K	1K	1K	1K		1K	1K	1K	1K	1K	1K	1K	1K	25K	22K	2K
	Other Urology	2K	5K	0K	1K	0K	1K	1K	1K	1K	1K	1K		1K	1K	1K	1K	1K	1K	1K	1K	19K	13K	12K
	Other Gynecology	1K	1K	1K	1K	1K	1K	1K	1K	1K	1K	1K		1K	1K	1K	1K	1K	1K	1K	1K	18K	15K	9K
Pyeloplasty (Adult & P..	1K	4K	1K	1K	0K	1K	0K	0K	1K	1K	1K	0K	1K	1K	1K	1K	0K	1K	1K	0K	16K	11K	11K	
	1,708K	1,620K	621K	564K	490K	447K	440K	340K	303K	234K	216K	175K	157K	132K	120K	57K	51K	25K	25K	23K	7,745K	5,057K	1,913K	

Procedures

1K  150K

*Remaining Market Opportunities = Total Market Opportunity - '22 dV Procedures. **Continues to exclude emergent procedures

Remaining Market Opportunities (Remaining Open) *1K is default without any 3rd party information

	China	India	US	France	Brazil	Spain	Japan	Germany	Italy	Australia	United Kingdom	Nordics	Canada	Benelux	Other EMEA Di..	South Korea	Taiwan	Americas	Asia Other	Other EMEA In..	Grand Total	
Cancer	HPB	317K	1K	4K	1K	1K	1K	14K	1K	1K	5K	1K	1K	1K	1K	1K	9K	2K	1K	1K	1K	362K
	Gastrectomy	61K	1K	11K	0K	1K	1K	13K	1K	0K	2K	1K	1K	1K	1K	1K	12K	2K	1K	1K	0K	108K
	Hysterectomy (Malign..	31K	27K		2K	19K	9K	3K	6K	1K			0K		9K			1K	0K	1K	108K	
	Rectal Resection	3K	11K	16K	10K	10K	12K	10K	13K		6K	6K	0K		1K	1K		0K	1K		101K	
	Lobectomy	49K	10K	0K	1K	7K	3K	3K	2K	4K	3K	0K	0K	3K	1K	1K	8K	3K	1K	0K	1K	99K
	Colon Resection	20K	4K		8K	6K	11K	9K		8K	7K	4K			9K	3K		0K	0K	0K		90K
	TORS (Malignant)	5K	14K	2K	2K	6K	1K	3K	1K	2K	1K	1K	1K	1K	2K	1K	0K	2K	1K	1K	1K	44K
	Nephrectomy		0K	5K	4K	0K	3K	5K	6K	5K	1K	4K	1K	1K	4K	0K	2K	0K	0K	0K	0K	43K
	Prostatectomy		14K	7K	6K	0K	4K		3K	0K				2K		1K	0K		1K		2K	39K
	Cystectomy	0K	1K	3K	2K	1K	2K	3K	6K	4K	1K	2K	1K	1K	2K	1K	0K	2K	1K	1K	0K	34K
	Partial Nephrectomy		2K		0K	3K	1K		1K	7K				1K			1K		0K	1K		17K
	Oophorectomy	0K	0K		0K	0K	0K			0K	0K	0K	0K	0K	0K	0K		0K	0K	0K	0K	2K
	Benign	Inguinal Hernia Repair	1K	0K	2K	78K	1K	59K	58K	63K	89K	31K	33K	23K	1K	20K	1K		1K	0K	1K	1K
Hysterectomy (Benign)		64K	96K		5K	58K	24K	11K	2K	7K	16K	5K		27K	1K	5K				0K	0K	322K
Ventral Hernia Repair		1K	1K	107K	35K	0K	34K	7K	37K	1K	18K	19K	13K	1K	1K	1K		1K	1K	1K	1K	278K
Sacrocolpopexy		0K	1K	8K	10K	26K	1K	2K	1K	1K	13K	2K	1K	3K	0K	0K		0K	1K	0K	1K	72K
Cholecystectomy		0K	33K		6K	10K	4K		5K		4K	2K	4K	3K			1K		0K		72K	
Myomectomy			1K	18K	3K	11K	1K	5K	0K	1K	1K	2K	1K	2K	1K	6K		0K	1K	0K	0K	53K
Other General Surgery		4K	1K	17K	1K	1K	1K	1K	1K	1K	1K	1K	1K	1K	1K	1K		1K	1K	1K	1K	37K
Other		1K	1K	8K	1K	1K	1K	1K	1K	1K	1K	1K	1K	1K	1K	1K		1K	1K	1K	1K	25K
Other Urology		5K	0K	2K	1K	1K	1K	1K	0K	1K	1K	1K	1K	1K	1K	1K		1K	1K	1K	1K	19K
Bariatric			1K		4K	8K	0K		1K	0K		1K	1K	2K			0K	0K	0K			18K
Other Gynecology		1K	1K	1K	1K	1K	1K	1K	1K	1K	1K	1K	1K	1K	1K	1K		1K	1K	1K	1K	18K
Other Thoracic		2K	0K		0K	1K	1K		5K	0K	1K	1K	0K	1K	0K	0K	2K	0K	1K	0K	0K	14K
Pyeloplasty (Adult & P..			0K		0K	1K	1K	1K		0K	0K	0K	0K	1K	0K	0K	0K	0K	1K	1K	0K	6K
Endometriosis Resecti..		0K	0K		1K	0K	0K		0K	1K	1K		0K	0K	0K	0K		0K		0K	0K	3K
TORS (Benign)			0K		0K	0K	0K	0K	0K	0K	0K	0K	0K	0K	0K	0K			0K	0K	0K	2K
Ovarian Cystectomy		0K	0K		0K	0K	0K		0K	0K	0K	0K	0K	0K	0K	0K			0K	0K	0K	1K
Foregut	0K	0K			0K	0K				0K	0K	0K	0K		0K		0K	0K	0K		1K	
	566K	219K	212K	183K	176K	175K	151K	150K	138K	111K	87K	55K	53K	53K	34K	34K	18K	14K	12K	11K	2,454K	

Procedures

0K  50K

*Remaining Open = Total Market Opportunity - '22 dV Procedures - Remaining MIS Opportunity. **Continues to exclude emergent procedures

Remaining Market Opportunities (Remaining MIS) *1K is default without any 3rd party information

	US	China	Japan	India	Germany	Brazil	France	Italy	United Kingdom	South Korea	Spain	Australia	Benelux	Nordics	Canada	Taiwan	Other EMEA Di..	Asia Other	Other EMEA In..	Americas	Grand Total	
Cancer	Lobectomy	18K	310K	12K	10K	7K	5K	4K	4K	2K	7K	2K	2K	4K	1K	2K	2K	0K	0K	0K	0K	395K
	Colon Resection	64K	74K	39K	7K	21K	9K	15K	11K	6K	9K	11K	8K	10K	7K		4K	4K	1K		0K	300K
	Hysterectomy (Malign..	8K	160K	1K	4K	1K	2K	5K	3K	3K	2K	1K		2K		0K	1K	1K	1K	0K	0K	196K
	Rectal Resection	10K	34K	10K	4K	8K	3K	4K	1K	2K	10K	3K	2K	2K	1K	1K	3K	2K	1K	0K	0K	100K
	Oophorectomy	72K	1K	1K	1K	1K	1K	1K	1K	1K	9K	1K	3K	1K	1K	1K	1K	1K	1K	1K	1K	99K
	HPB	2K	80K	4K	0K	0K	0K	0K	0K	0K	3K	0K	1K	0K	0K	0K	1K	0K	0K	0K	0K	93K
	Nephrectomy	20K	3K	7K	1K	8K	1K	5K	5K	4K	2K	3K	1K	5K	1K	1K	0K	1K	1K	1K	1K	68K
	Gastrectomy	8K	17K	12K	0K	0K	0K	0K	0K	0K	4K	0K	1K	0K	0K	0K	1K	0K	0K	0K	0K	48K
	Partial Nephrectomy	1K	24K		1K	3K	2K	2K	4K	0K	0K	0K	1K	0K	0K	1K	0K	1K	0K	2K	0K	43K
	TORS (Malignant)	2K	22K	1K	7K	0K	2K	0K	0K	1K	0K	0K	0K	0K	0K	0K	1K	0K	0K	0K	0K	37K
	Prostatectomy	1K	24K	2K	0K	0K	0K	0K	0K		1K	0K				0K	0K	0K	0K	0K	0K	30K
	Cystectomy	2K	1K	1K	0K	2K	0K	1K	1K	1K	0K	1K	0K	1K	0K	0K	0K	0K	0K	0K	0K	12K
Benign	Cholecystectomy	485K	13K	136K	297K	99K	104K	57K	58K	44K	27K	40K	21K	25K	18K	32K	7K	0K	0K	0K	0K	1,465K
	Hysterectomy (Benign)	151K	280K	40K	53K	98K	31K	42K	51K	36K	20K	13K	9K	19K	9K	15K	4K	4K	1K	0K	0K	875K
	Inguinal Hernia Repair	181K	0K	37K	0K	40K	0K	42K	48K	18K		32K	17K	11K	15K	0K	0K	0K	0K	0K	0K	444K
	Bariatric	85K	1K	0K	10K	1K	88K	49K	8K	3K		4K	14K	18K	11K	6K	1K	0K	1K	1K	1K	301K
	Ovarian Cystectomy	72K	1K	82K	1K	1K	1K	1K	1K	1K	24K	1K	2K	1K	1K	1K	1K	1K	1K	1K	1K	194K
	Ventral Hernia Repair	75K	0K	3K	0K	14K	0K	12K	0K	6K		11K	6K	0K	5K	0K	0K	0K	0K	0K	0K	135K
	Endometriosis Resecti..	77K	1K	1K	1K	1K	1K	7K	1K	14K		1K	6K	1K	1K	1K	1K	1K	1K	1K	1K	117K
	Myomectomy	16K	1K	18K	0K	6K	6K	2K	0K	1K	20K	0K	0K	0K	0K	1K	2K	4K	1K	0K	0K	80K
	TORS (Benign)	64K	1K	1K	1K	1K	1K	1K	1K	1K		1K	1K	1K	1K	1K	1K	1K	1K	1K	1K	78K
	Sacrocolpopexy	15K	1K	6K	0K	21K	12K	5K	0K	1K		0K	6K	0K	0K	1K	1K	0K	1K	0K	0K	72K
	Foregut	46K	1K	1K	1K	1K	1K	1K	1K	1K		1K	3K	1K	1K	1K	1K	1K	1K	1K	1K	64K
	Other Thoracic	22K	2K		0K	4K	0K	0K	0K	0K	1K	0K	0K	0K	0K	0K	0K	0K	0K	0K	0K	35K
	Pyeloplasty (Adult & P..	1K	4K	0K	0K	0K	0K	0K	0K	0K	0K	0K	0K	0K	0K	0K	0K	0K	0K	0K	0K	10K
	1,496K	1,054K	413K	402K	339K	271K	258K	201K	146K	141K	128K	104K	104K	76K	66K	32K	23K	13K	12K	11K	5,291K	

Procedures

0K  50K

*Remaining Open = Total Market Opportunity - '22 dV Procedures - Remaining MIS Opportunity. **Continues to exclude emergent procedures

Remaining Market Opportunities (Remaining MIS Adjusted For Complex Patient Population)*1K is default without any 3rd party information

	US	China	Japan	Germany	India	France	Brazil	Italy	South Korea	United Kingdom	Spain	Australia	Benelux	Nordics	Canada	Taiwan	Other EMEA Di..	Asia Other	Other EMEA In..	Americas	Grand Total	
Cancer	Lobectomy	18K	310K	12K	7K	10K	4K	5K	4K	7K	2K	2K	2K	4K	1K	2K	2K	0K	0K	0K	0K	395K
	Colon Resection	64K	74K	39K	21K	7K	15K	9K	11K	9K	6K	11K	8K	10K	7K		4K	4K	1K		0K	300K
	Hysterectomy (Malign..	8K	160K	1K	1K	4K	5K	2K	3K	2K	3K	1K		2K		0K	1K	1K	1K	0K	0K	196K
	Rectal Resection	10K	34K	10K	8K	4K	4K	3K	1K	10K	2K	3K	2K	2K	1K	1K	3K	2K	1K	0K	0K	100K
	Oophorectomy	72K	1K	1K	1K	1K	1K	1K	1K	9K	1K	1K	3K	1K	1K	1K	1K	1K	1K	1K	1K	99K
	HPB	2K	80K	4K	0K	0K	0K	0K	0K	3K	0K	0K	1K	0K	0K	0K	1K	0K	0K	0K	0K	93K
	Nephrectomy	20K	3K	7K	8K	1K	5K	1K	5K	2K	4K	3K	1K	5K	1K	1K	0K	1K	1K	1K	1K	68K
	Gastrectomy	8K	17K	12K	0K	0K	0K	0K	0K	4K	0K	0K	1K	0K	0K	0K	1K	0K	0K	0K	0K	48K
	Partial Nephrectomy	1K	24K		3K	1K	2K	2K	4K	0K	0K	0K	1K	0K	0K	1K	0K	1K	0K	2K	0K	43K
	TORS (Malignant)	2K	22K	1K	0K	7K	0K	2K	0K	0K	1K	0K	0K	0K	0K	0K	1K	0K	0K	0K	0K	37K
	Prostatectomy	1K	24K	2K	0K	0K	0K	0K	0K	1K		0K				0K	0K	0K	0K	0K	0K	30K
	Cystectomy	2K	1K	1K	2K	0K	1K	0K	1K	0K	1K	1K	0K	1K	0K	0K	0K	0K	0K	0K	0K	12K
Benign	Cholecystectomy	212K	5K	56K	41K	122K	23K	43K	24K	11K	18K	16K	9K	10K	8K	13K	3K	0K	0K	0K	0K	614K
	Hysterectomy (Benign)	81K	140K	20K	49K	27K	21K	16K	26K	10K	18K	6K	5K	10K	5K	7K	2K	2K	0K	0K	0K	443K
	Inguinal Hernia Repair	138K	0K	21K	22K	0K	24K	0K	27K		10K	18K	9K	6K	9K	0K	0K	0K	0K	0K	0K	285K
	Ovarian Cystectomy	72K	1K	82K	1K	1K	1K	1K	24K	1K	1K	2K	1K	1K	1K	1K	1K	1K	1K	1K	1K	194K
	Endometriosis Resecti..	77K	1K	1K	1K	1K	7K	1K	1K		14K	1K	6K	1K	1K	1K	1K	1K	1K	1K	1K	117K
	Bariatric	34K	0K	0K	0K	4K	17K	31K	3K		1K	1K	5K	6K	4K	2K	0K	0K	0K	0K	0K	109K
	Myomectomy	16K	1K	18K	6K	0K	2K	6K	0K	20K	1K	0K	0K	0K	0K	1K	2K	4K	1K	0K	0K	80K
	TORS (Benign)	64K	1K	1K	1K	1K	1K	1K	1K		1K	1K	1K	1K	1K	1K	1K	1K	1K	1K	1K	78K
	Sacrocolpopexy	15K	1K	6K	21K	0K	5K	12K	0K		1K	0K	6K	0K	0K	1K	1K	0K	1K	0K	0K	72K
	Foregut	46K	1K	1K	1K	1K	1K	1K	1K		1K	1K	3K	1K	1K	1K	1K	1K	1K	1K	1K	64K
	Ventral Hernia Repair	38K	0K	1K	5K	0K	4K	0K	0K		2K	4K	2K	0K	2K	0K	0K	0K	0K	0K	0K	59K
	Other Thoracic	22K	2K		4K	0K	0K	0K	0K	1K	0K	0K	0K	0K	0K	0K	0K	0K	0K	0K	0K	35K
	Pyeloplasty (Adult & P..	1K	4K	0K	0K	0K	0K	0K	0K	0K	0K	0K	0K	0K	0K	0K	0K	0K	0K	0K	0K	10K
		1,022K	906K	295K	204K	193K	145K	136K	115K	115K	89K	74K	67K	63K	44K	36K	25K	21K	12K	10K	9K	3,582K

Procedures

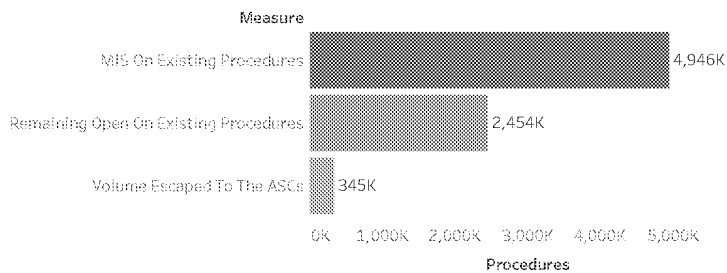
0K  50K

Remaining Opportunity = Remaining MIS Opp * Patient Population Complexity (Assumptions):

Chole = 41%; Inguinal = 56%; Ventral = 35%; Bariatric = 35%; Benign Hyst = 50%

**Continues to exclude emergent procedures

Incremental Market Opps To LRM - By Type



Measure

- MIS On Existing Procedures
- Remaining Open On Existing Procedures
- Volume Escaped To The ASCs

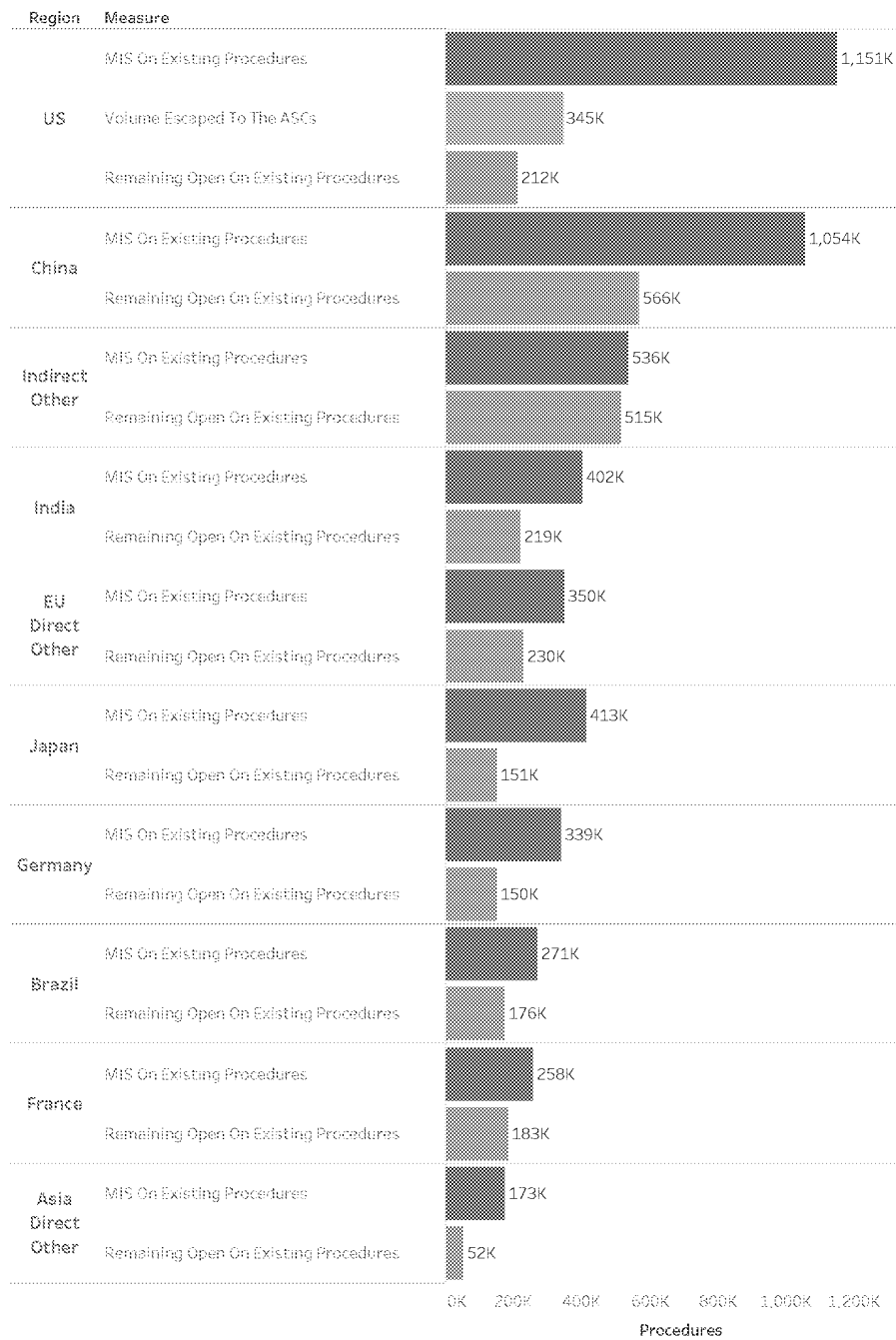
Definitions

ASC = Advisory Board projected rates of total market shift to ASC setting (Inguinal, Ventral, Hysterectomy, Bariatric)

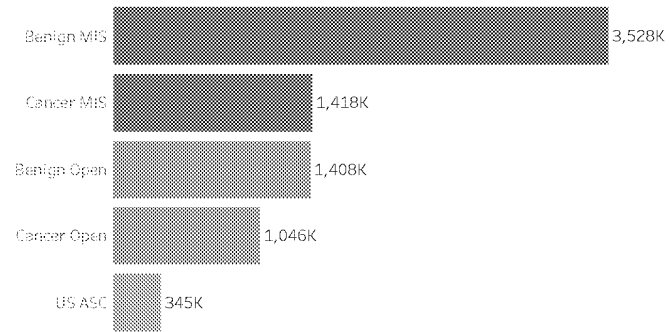
*ASC assumptions as a % of total market:

Inguinal = 33%
 Ventral = 17%
 Chole = 10%
 B-Hyst = 5%

Incremental Market Opps To LRM - By Region



Incremental Market Opps To LRM - By Type

**Measure**

- MIS On Existing Procedures
- Remaining Open On Existing Procedures
- Volume Escaped To The ASCs

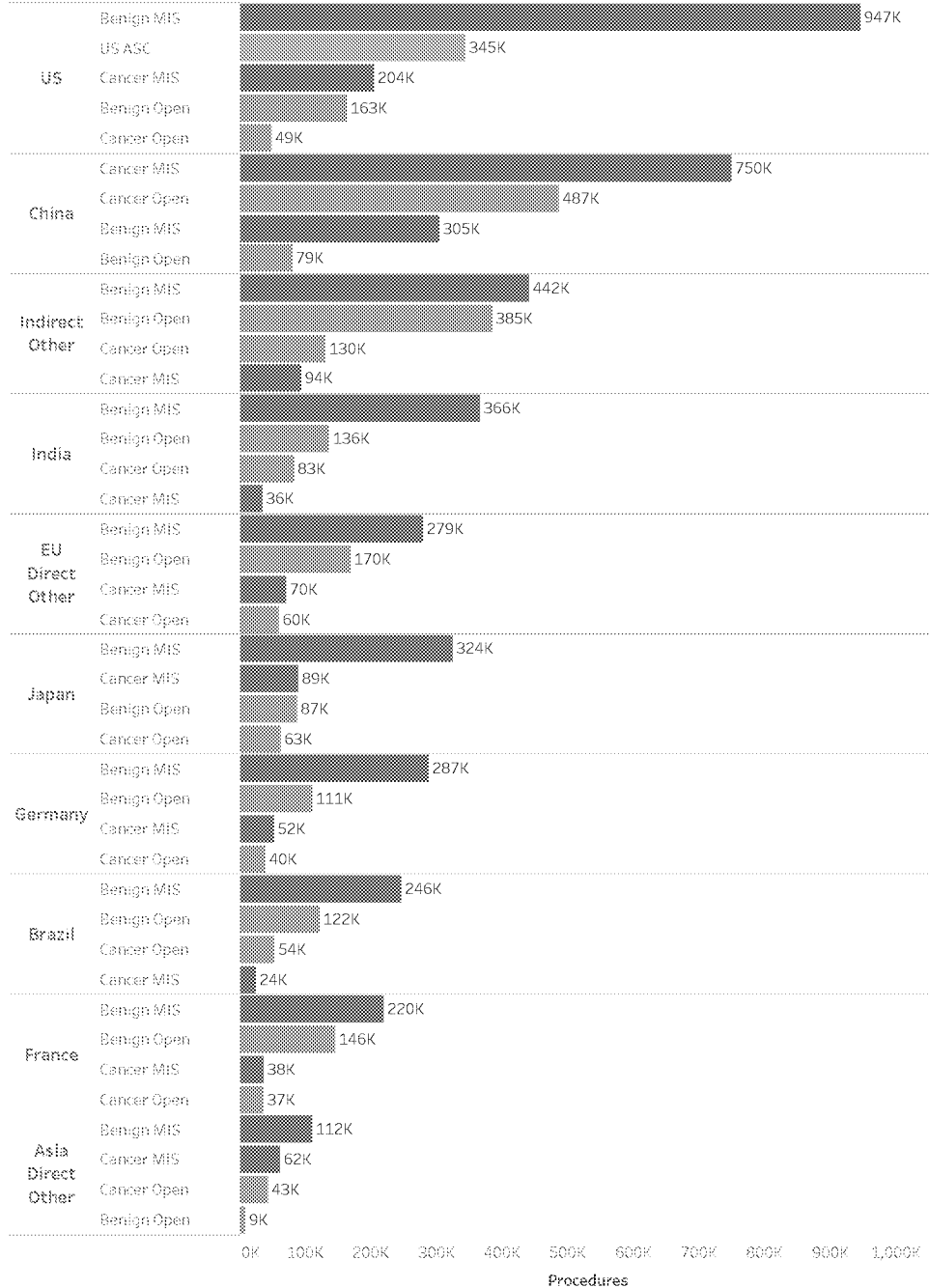
Definitions

ASC = Advisory Board projected rates of total market shift to ASC setting (Inguinal, Ventral, Hysterectomy, Bariatric)

*ASC assumptions as a % of total market:

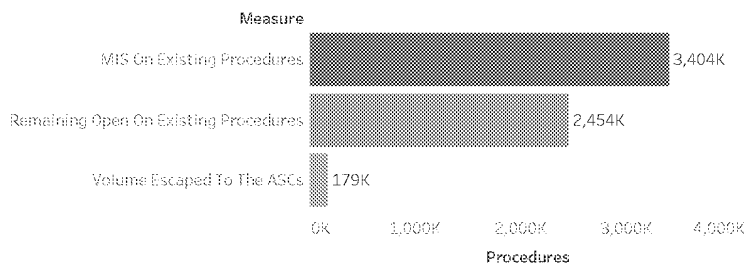
- Inguinal = 38%
- Ventral = 17%
- Chole = 10%
- B-Hyst = 5%

Incremental Market Opps To LRM - By Region



This view shows remaining MIS opportunity based on patient complexity.

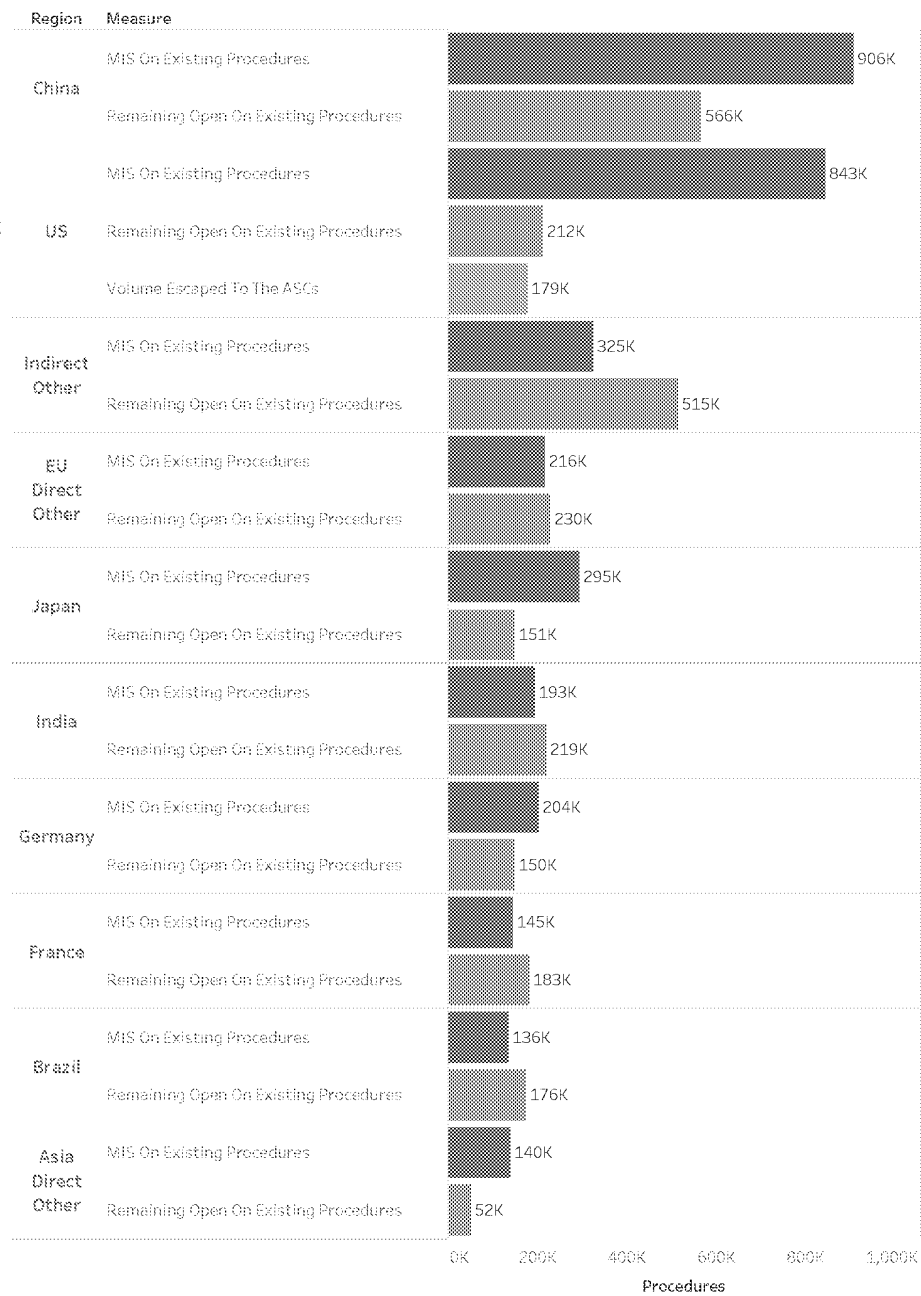
Incremental Market Opps To LRM - By Type



Measure
 ■ MIS On Existing Procedures
 ■ Remaining Open On Existing Procedures
 ■ Volume Escaped To The ASCs

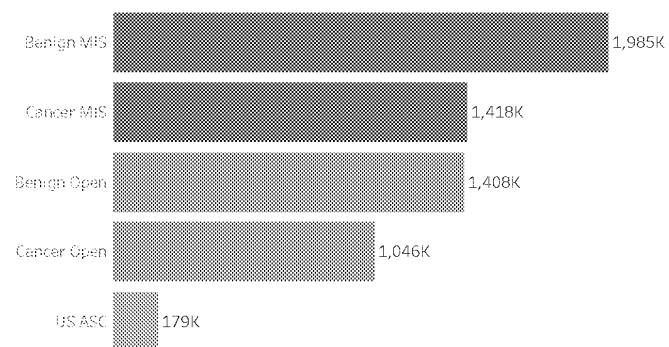
This view shows remaining opportunity to focus on MIS patients based on complexity.

Incremental Market Opps To LRM - By Region



This view shows remaining MIS opportunity based on patient complexity.

Incremental Market Opps To LRM - By Type



This view shows remaining opportunity to focus on MIS patients based on complexity.

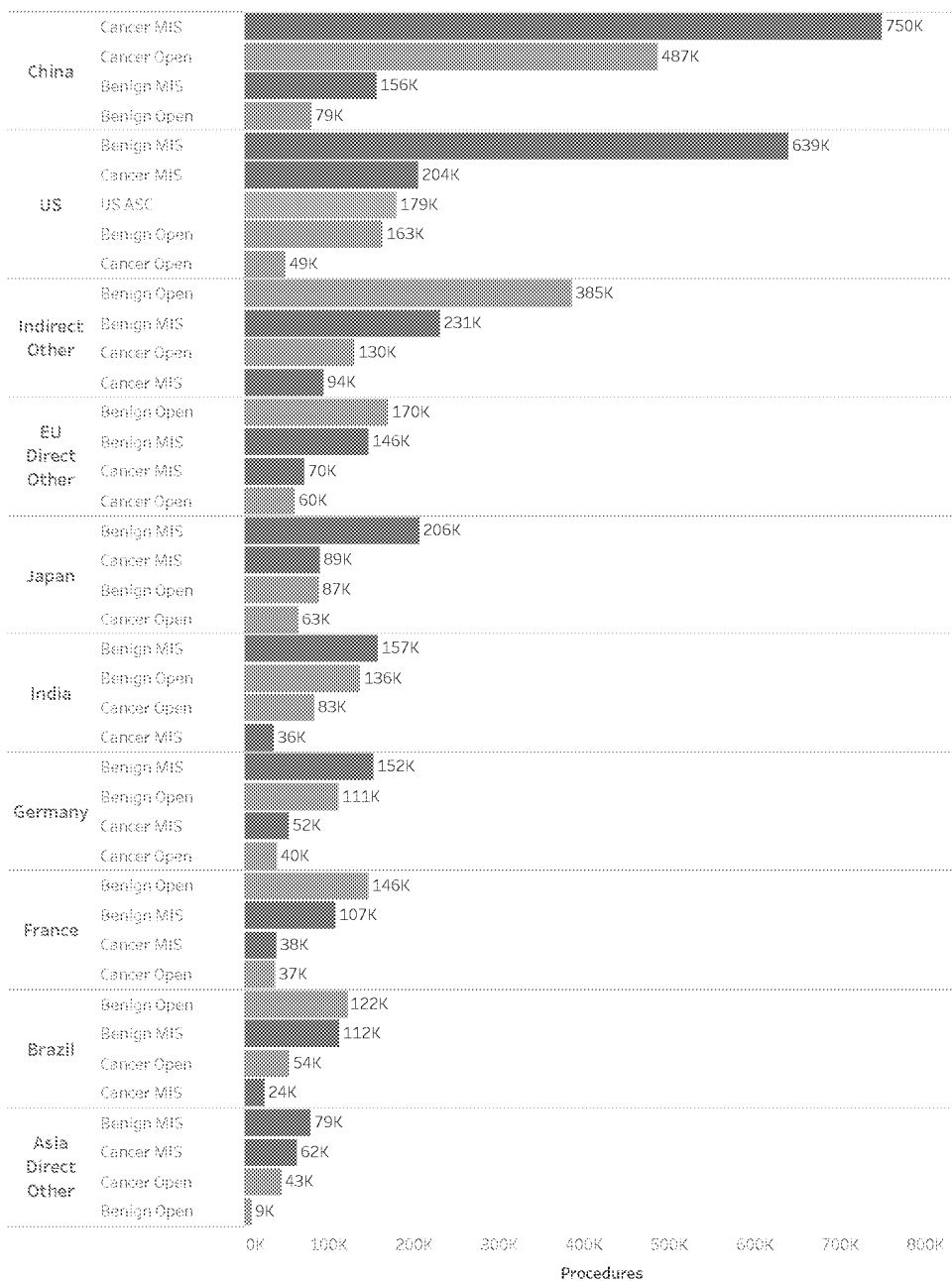
Definitions

ASC = Advisory Board projected rates of total market shift to ASC setting (Inguinal, Ventral, Hysterectomy, Bariatric)

*ASC assumptions as a % of total market:

Inguinal = 38%
 Ventral = 17%
 Chole = 10%
 B-Hyst = 5%

Incremental Market Opps To LRM - By Region

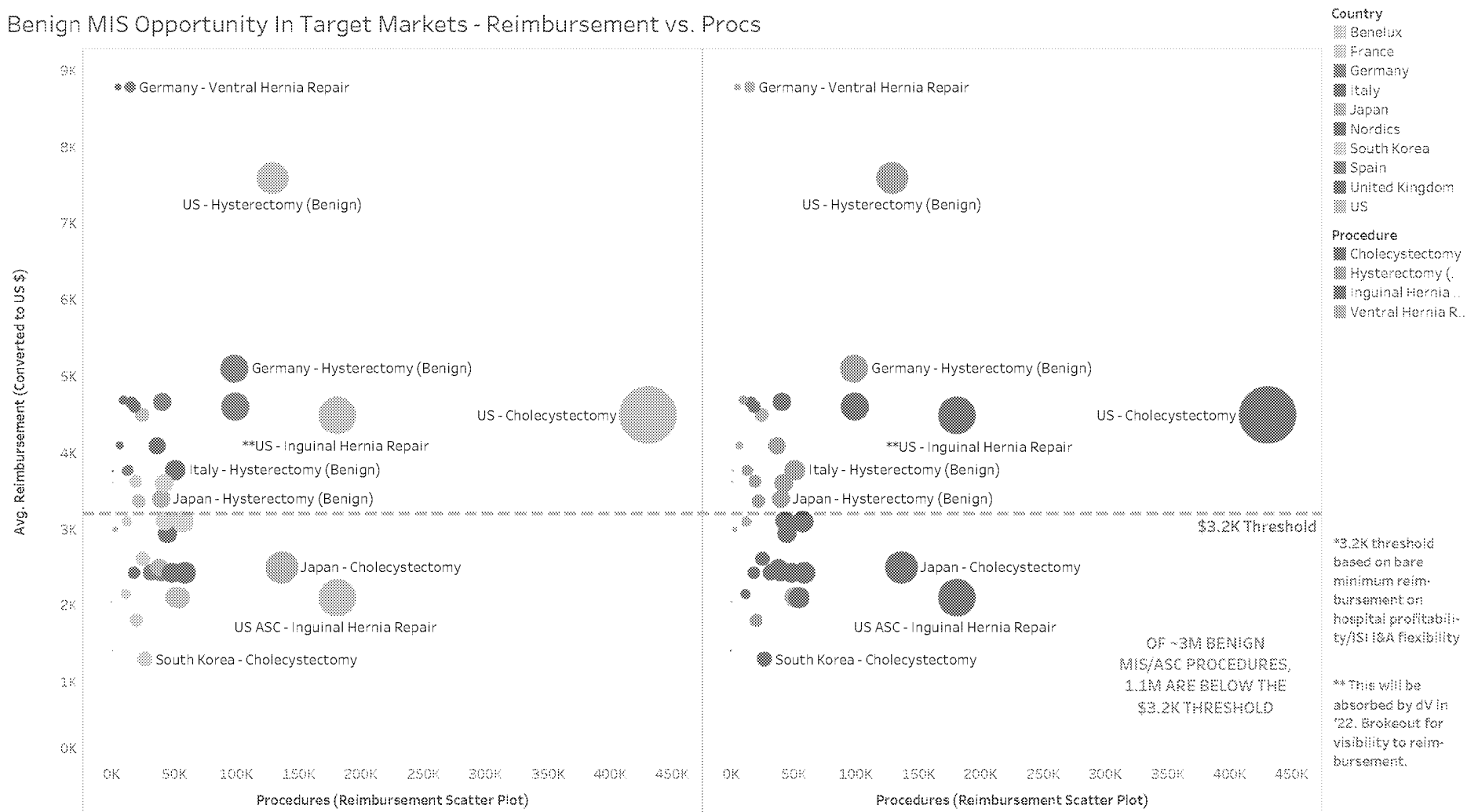


Roadmap Scenarios & Analytics

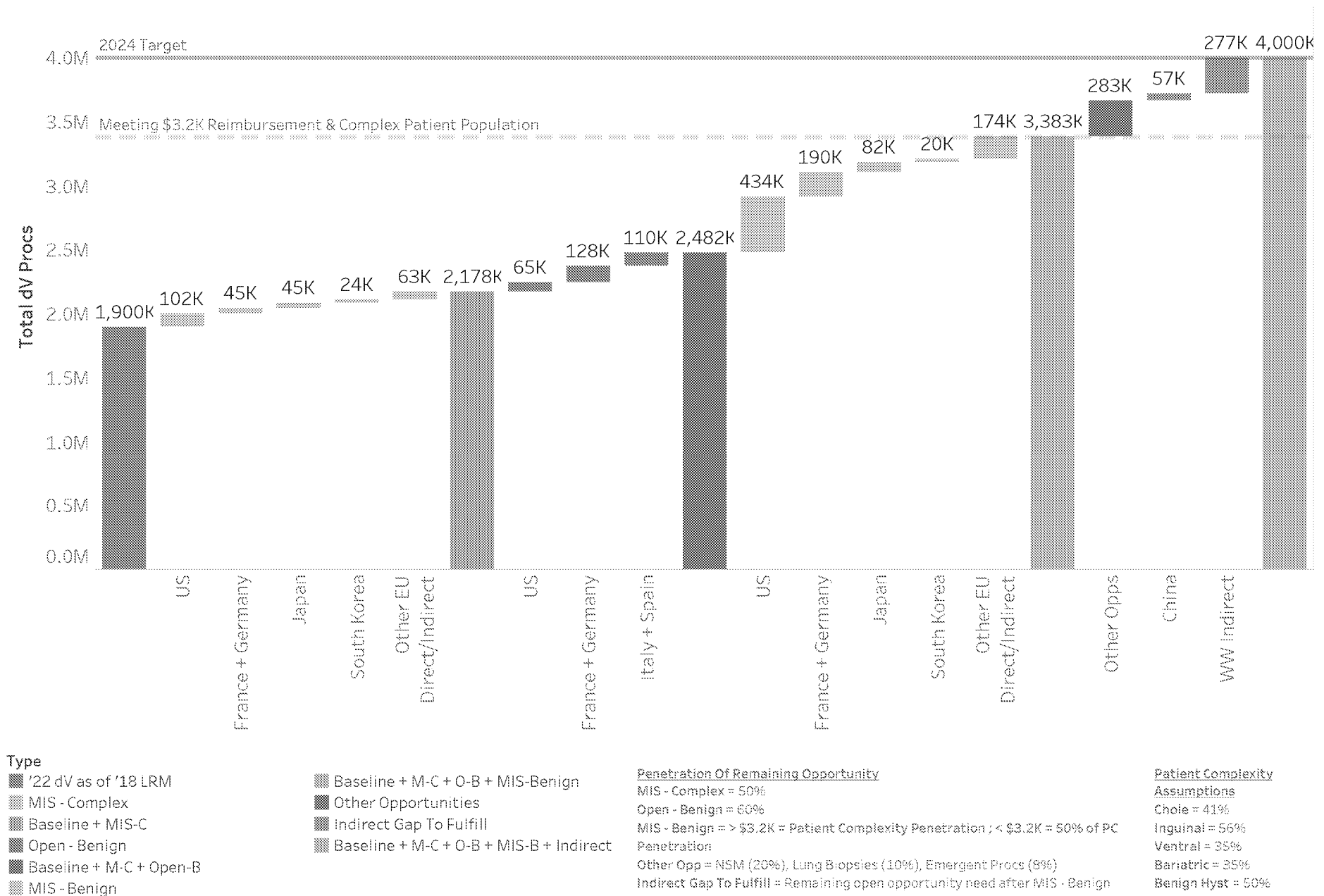
Assumptions

- US/OUS reimbursement rates based on collection from national databases.
- Waterfall calculations are based penetration of remaining market opportunity, as defined in the remaining market opportunity section of this workbook (page 8 - 17).
- Waterfall cont... 'Gap To Fulfill' = the remaining procedure opportunity that is needed to get to the 4M. A mix of cancer/benign open opportunity in WW indirect markets, along with other opportunities like biopsies, nipple sparing mastectomy, etc.. fulfills this gap
- Tier 1 opportunity assessed from SFDC data, looking at number of procedures at Tier 1 accounts vs. the total market size of accounts (still assessing data and procedure impact)

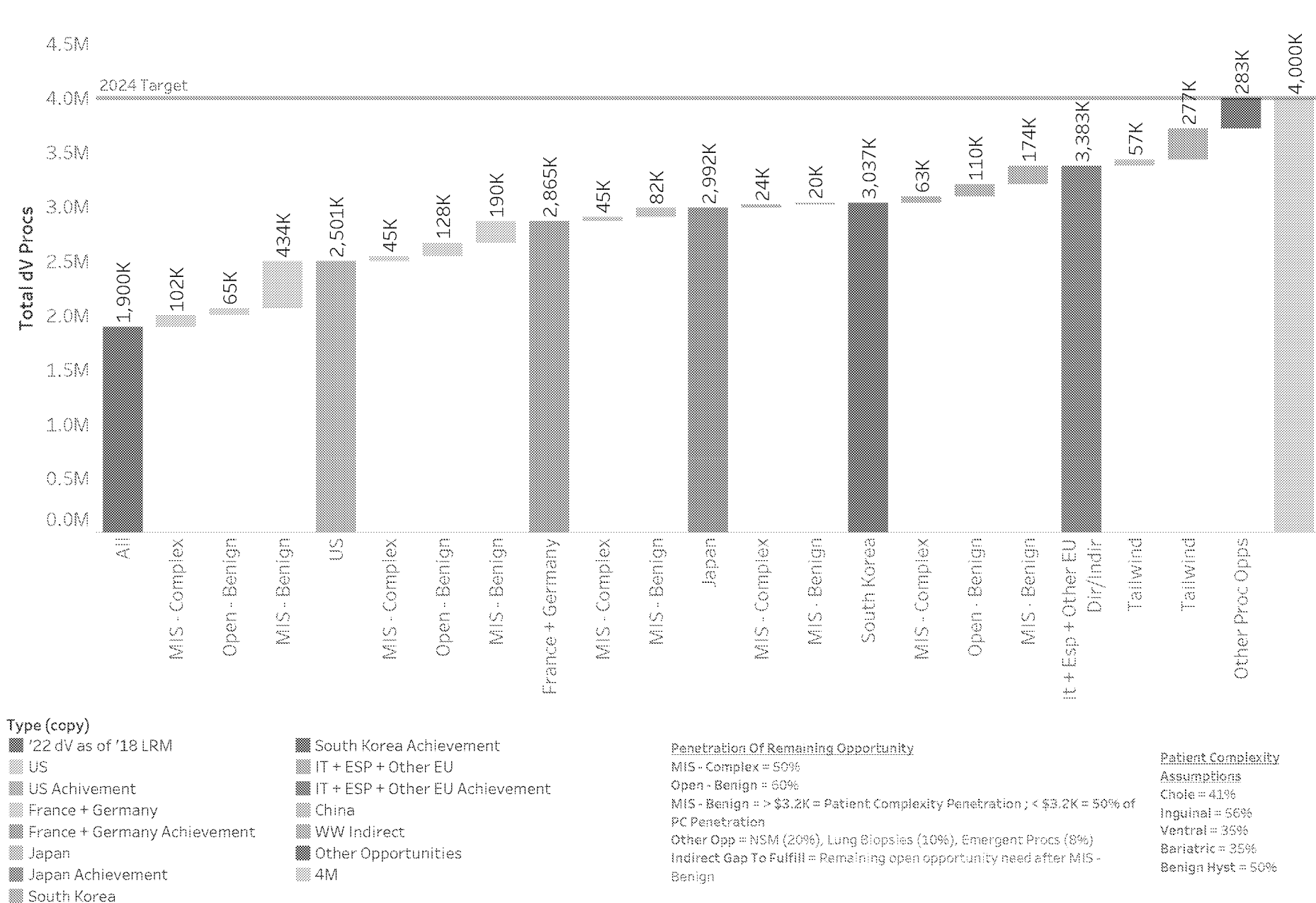
Benign MIS Opportunity In Target Markets - Reimbursement vs. Procs



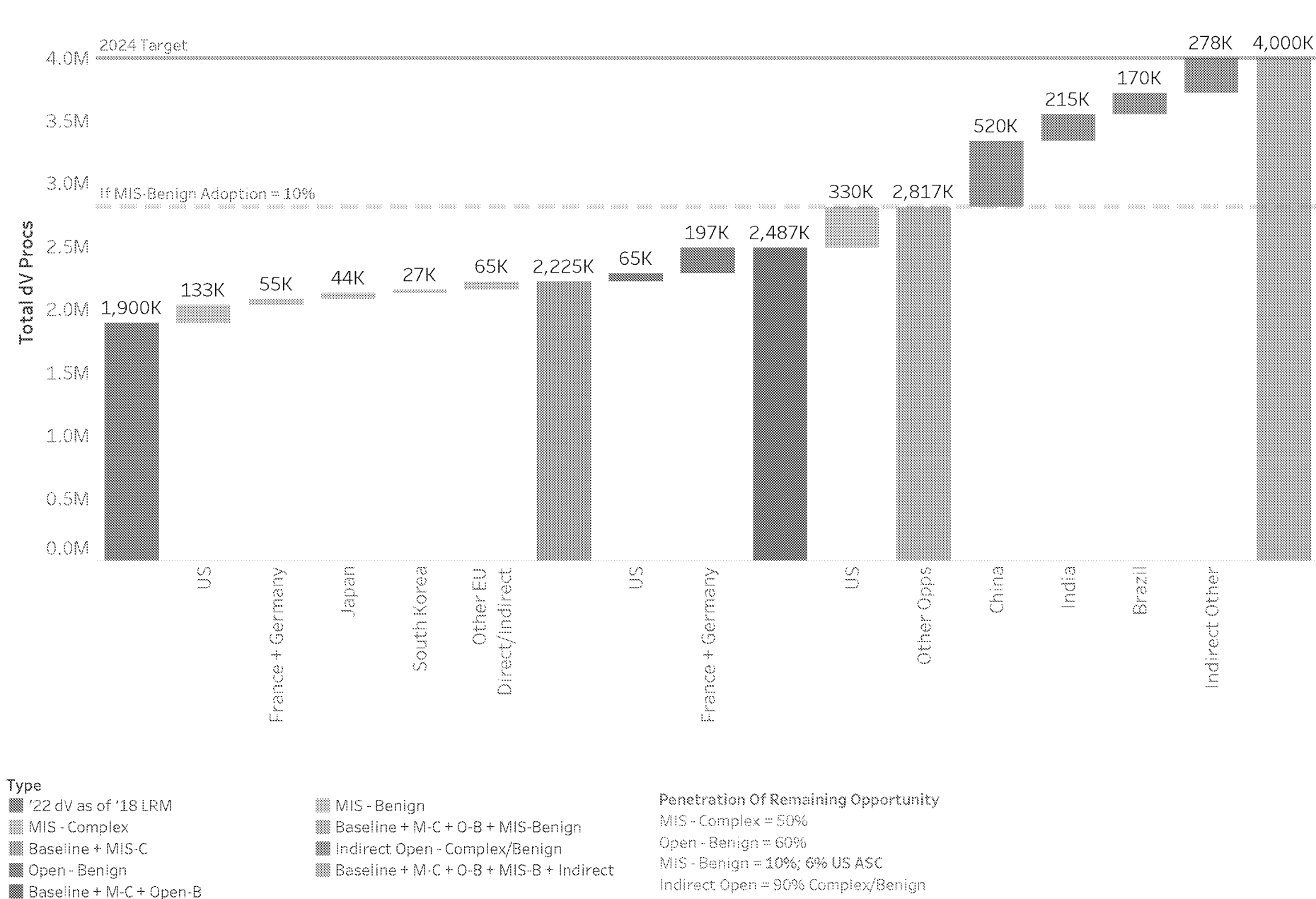
Revised Roadmap Waterfall (Reimbursement + Patient Complexity)



Revised Roadmap Waterfall (Reimbursement + Patient Complexity)



Roadmap Waterfall (Indirect Contribution)



2018 Market Share

	US	China	India	Japan	Germany	France	Brazil	Italy	Spain	UK	South Korea	Australia	Benelux	Nordics	Canada	Other EMEA Di..	Taiwan	Other EMEA In..	Americas	Asia Other	Grand Total
Cancer																					
Colon Resection	24%	1%	3%	0%	3%	4%	1%	5%	1%	3%	1%	1%	3%	8%	6%	6%	2%	7%	11%	7%	9%
Lung Biopsies	0%	0%			0%	0%		0%	0%	0%											0%
Lobectomy	31%	1%	0%	1%	2%	14%	1%	6%	2%	5%	1%	0%	6%	5%	1%	3%	2%	19%	2%	9%	4%
HPB	16%	1%	6%	0%	10%	9%	2%	21%	4%	3%	2%	0%	9%	3%	2%	4%	12%	11%	2%	8%	1%
Hysterectomy (Malignant)	76%	2%	4%	5%	5%	12%	2%	19%	2%	23%	20%	22%	19%	32%	19%	5%	20%	53%	20%	18%	19%
Prostatectomy	84%	15%	10%	7%	65%	53%	13%	56%	23%	100%	81%	97%	90%	94%	37%	74%	70%	52%	37%	47%	55%
Rectal Resection	32%	5%	6%	4%	3%	8%	1%	15%	1%	7%	9%	4%	14%	38%	9%	10%	13%	64%	6%	21%	11%
Other Cancer	12%	4%	3%	1%	3%	9%	1%	6%	2%	13%	2%	3%	9%	15%	3%	8%	3%	13%	2%	3%	7%
Nipple Sparing Mastecto..	0%	0%																			0%
Gastrectomy	6%	0%	5%	3%	1%	12%	4%	21%	4%	0%	4%	0%	0%	6%	4%	1%	4%	13%	4%	4%	3%
Partial Nephrectomy	86%	14%	13%	81%	34%	47%	9%	13%	22%	87%	48%	28%	45%	75%	17%	23%	85%	23%	38%	32%	36%
Nephrectomy	24%	19%	40%	0%	2%	3%	10%	2%	1%	3%	4%	3%	4%	16%	7%	14%	24%	28%	10%	4%	10%
Benign																					
Cholecystectomy	8%	1%	0%	0%	0%	0%	0%	0%	0%	0%	6%	0%	0%	0%	0%	24%	0%	21%	19%	1%	3%
Hysterectomy (Benign)	35%	0%	0%	0%	1%	2%	0%	1%	0%	1%	6%	2%	3%	12%	0%	4%	12%	57%	31%	18%	10%
Inguinal Hernia Repair	22%	3%	1%	0%	0%	0%	5%	0%	0%	0%		0%	1%	1%	5%	1%	0%	16%	7%	0%	9%
Ventral Hernia Repair	21%	1%	0%	0%	0%	0%	7%	2%	0%	0%		0%	5%	2%	4%	1%	0%	3%	2%	1%	12%
Bariatric	12%	4%	1%	0%	12%	2%	0%	2%	1%	0%		1%	0%	0%	1%	23%	3%	28%	14%	0%	6%
Other Benign	29%	9%	22%	3%	12%	25%	6%	22%	4%	8%	20%	3%	18%	10%	6%	12%	10%	21%	6%	5%	20%
Ovarian Cystectomy	4%	0%	1%	0%	0%	0%	0%	4%	1%	0%	2%	0%	0%	0%	0%	0%	15%	2%	0%	2%	2%
Sacrocolpopexy	39%	0%	1%	0%	2%	5%	0%	17%	3%	0%		1%	61%	6%	0%	19%	3%	13%	2%	1%	12%
Myomectomy	14%	8%	8%	0%	1%	3%	0%	9%	2%	0%	6%	2%	6%	3%	1%	0%	21%	16%	4%	6%	6%
Endometriosis Resection	4%	0%	0%	0%	6%	2%	9%	5%	1%	0%		0%	2%	15%	8%	4%	3%	3%	8%	6%	3%
TORS (Benign)	1%	4%	15%	1%	6%	8%	2%	6%	1%	2%		6%	2%	0%	3%	3%	20%	7%	1%	4%	2%
Grand Total	21%	1%	2%	4%	4%	5%	1%	5%	1%	5%	8%	5%	9%	13%	4%	16%	11%	31%	16%	13%	9%

*Market Share = dV 2018 LRM / Total Market Share (excluding emergent procedures)

2022 Market Share

	US	China	India	Japan	Germany	France	Brazil	Italy	Spain	UK	South Korea	Australia	Benelux	Nordics	Canada	Other EMEA Di..	Taiwan	Other EMEA In..	Americas	Asia Other	Grand Total
Cancer																					
Colon Resection	64%	5%	20%	3%	62%	25%	15%	15%	1%	18%	2%	7%	4%	52%	100%	14%	3%	100%	3%	9%	33%
Lung Biopsies	0%	0%			0%	0%		0%	0%	0%											0%
Lobectomy	59%	2%	18%	40%	39%	55%	1%	25%	16%	56%	6%	0%	49%	48%	1%	0%	11%	5%	0%	11%	13%
HPB	29%	1%	7%	0%	12%	10%	3%	24%	5%	3%	2%	0%	10%	4%	2%	4%	13%	16%	3%	10%	2%
Hysterectomy (Malignant)	90%	5%	24%	67%	42%	34%	4%	45%	6%	65%	49%	100%	71%	100%	81%	3%	80%	13%	0%	26%	32%
Prostatectomy	86%	51%	53%	80%	85%	68%	97%	97%	70%	100%	82%	100%	100%	100%	72%	92%	97%	89%	94%	95%	81%
Rectal Resection	49%	18%	27%	27%	36%	24%	17%	91%	1%	30%	28%	7%	72%	75%	81%	73%	29%	85%	1%	37%	34%
Other Cancer	14%	13%	40%	1%	4%	10%	7%	9%	2%	36%	6%	3%	9%	36%	3%	9%	3%	15%	2%	4%	15%
Nipple Sparing Mastecto..	0%	0%																			0%
Gastrectomy	7%	0%	10%	44%	2%	19%	4%	24%	5%	0%	5%	1%	0%	7%	4%	1%	5%	18%	5%	4%	14%
Partial Nephrectomy	95%	28%	29%	100%	44%	63%	16%	14%	26%	92%	60%	77%	80%	74%	22%	88%	98%	83%	62%	20%	56%
Nephrectomy	27%	44%	45%	0%	2%	3%	12%	2%	1%	3%	4%	3%	5%	18%	8%	15%	27%	40%	15%	4%	13%
Benign																					
Cholecystectomy	9%	9%	0%	0%	0%	1%	1%	2%	0%	3%	33%	23%	1%	0%	0%	94%	0%	31%	68%	1%	5%
Hysterectomy (Benign)	36%	2%	2%	0%	3%	5%	0%	4%	0%	4%	27%	5%	9%	57%	0%	13%	45%	29%	84%	26%	13%
Inguinal Hernia Repair	54%	9%	17%	0%	0%	0%	5%	0%	0%	0%		0%	3%	1%	6%	0%	0%	14%	32%	0%	21%
Ventral Hernia Repair	39%	5%	0%	0%	0%	1%	30%	1%	0%	0%		0%	1%	5%	5%	1%	0%	13%	0%	0%	22%
Bariatric	53%	13%	1%	0%	12%	2%	2%	3%	4%	58%		7%	0%	0%	0%	82%	5%	40%	7%	0%	25%
Other Benign	40%	15%	25%	61%	14%	28%	7%	25%	5%	8%	22%	3%	21%	14%	7%	13%	11%	30%	9%	6%	30%
Ovarian Cystectomy	5%	0%	2%	0%	0%	0%	0%	5%	1%	0%	3%	0%	0%	0%	0%	0%	16%	3%	0%	2%	2%
Sacrocolpopexy	43%	0%	1%	0%	2%	15%	0%	19%	4%	1%		1%	68%	6%	1%	21%	3%	19%	3%	1%	15%
Myomectomy	16%	25%	9%	0%	1%	9%	0%	10%	2%	0%	21%	3%	7%	4%	2%	0%	24%	23%	6%	7%	10%
Endometriosis Resection	5%	0%	0%	0%	7%	3%	10%	6%	1%	0%		0%	2%	17%	9%	4%	3%	5%	12%	6%	4%
TORS (Benign)	1%	23%	17%	1%	2%	9%	2%	2%	1%	0%		7%	1%	0%	3%	2%	23%	0%	0%	6%	2%
Grand Total	33%	4%	9%	12%	14%	9%	7%	11%	4%	12%	19%	12%	18%	25%	16%	36%	21%	55%	34%	22%	17%

*Market Share = dV 2022 LRM / Total Market Share (excluding emergent procedures)

2024 Market Share Roadmap

	US	China	India	Japan	Germany	France	Brazil	Italy	Spain	UK	South Korea	Australia	Benelux	Nordics	Canada	Other EMEA Dir.	Taiwan	Other EMEA Ind.	Americas	Asia Other	Grand Total
Cancer																					
Colon Resection	95%	10%	30%	42%	85%	53%	23%	43%	30%	47%	50%	19%	33%	73%	100%	42%	8%	100%	16%	12%	54%
Lung Biopsies	10%	10%			10%	10%		10%	10%	10%											10%
Lobectomy	79%	3%	27%	60%	59%	75%	13%	45%	36%	76%	26%	12%	69%	68%	13%	20%	20%	16%	12%	21%	21%
HPB	39%	9%	22%	16%	22%	20%	18%	34%	15%	13%	12%	16%	20%	14%	18%	14%	27%	29%	19%	24%	10%
Hysterectomy (Malignant)	95%	6%	34%	70%	47%	56%	21%	67%	11%	82%	74%	100%	85%	100%	83%	8%	80%	28%	18%	27%	38%
Prostatectomy	86%	51%	63%	85%	86%	69%	97%	97%	71%	100%	86%	100%	100%	100%	77%	92%	97%	91%	95%	95%	83%
Rectal Resection	59%	19%	38%	42%	46%	34%	29%	95%	11%	40%	63%	22%	82%	85%	81%	83%	29%	85%	17%	37%	44%
Other Cancer	50%	15%	47%	14%	17%	26%	26%	22%	19%	51%	45%	10%	24%	43%	14%	31%	16%	23%	13%	15%	36%
Nipple Sparing Mastecto..	20%	20%																			20%
Gastrectomy	24%	8%	21%	55%	19%	37%	16%	41%	22%	18%	16%	13%	18%	25%	16%	19%	20%	26%	17%	19%	25%
Partial Nephrectomy	97%	23%	37%	100%	59%	78%	27%	29%	41%	96%	66%	77%	90%	87%	31%	94%	98%	93%	63%	34%	62%
Nephrectomy	52%	44%	46%	25%	27%	28%	15%	27%	26%	28%	29%	12%	30%	43%	16%	40%	31%	42%	22%	14%	35%
Cholecystectomy	50%	15%	12%	25%	44%	26%	13%	27%	25%	23%	53%	29%	26%	43%	12%	100%	12%	37%	74%	13%	32%
Hysterectomy (Benign)	54%	3%	38%	35%	46%	48%	37%	46%	18%	46%	45%	39%	51%	36%	37%	27%	45%	49%	84%	28%	36%
Inguinal Hernia Repair	58%	14%	44%	10%	53%	49%	39%	49%	49%	10%		37%	13%	21%	40%	10%	37%	43%	51%	37%	45%
Ventral Hernia Repair	65%	12%	43%	4%	48%	50%	56%	54%	54%	9%		43%	10%	13%	45%	5%	43%	48%	43%	43%	54%
Bariatric	67%	19%	6%	16%	43%	18%	7%	18%	20%	65%		9%	16%	32%	6%	89%	8%	40%	9%	6%	36%
Other Benign	54%	21%	54%	64%	27%	33%	47%	30%	10%	14%	31%	35%	25%	24%	47%	19%	49%	57%	47%	46%	45%
Ovarian Cystectomy	39%	1%	6%	26%	36%	20%	6%	25%	21%	20%	22%	6%	20%	36%	6%	20%	16%	7%	6%	7%	27%
Sacrocolpopexy	55%	2%	40%	15%	36%	22%	40%	26%	10%	7%		41%	75%	18%	40%	28%	19%	48%	41%	13%	40%
Myomectomy	28%	25%	41%	15%	35%	17%	37%	17%	10%	8%	36%	38%	14%	13%	38%	8%	27%	47%	40%	20%	27%
Endometriosis Resection	39%	1%	6%	20%	43%	22%	10%	25%	21%	20%		6%	22%	50%	10%	24%	7%	8%	12%	8%	32%
TORS (Benign)	33%	26%	19%	18%	34%	27%	12%	20%	18%	18%		14%	19%	32%	13%	19%	23%	12%	12%	14%	31%
Grand Total	53%	9%	26%	32%	47%	39%	25%	42%	34%	31%	40%	36%	38%	46%	37%	45%	31%	64%	49%	38%	36%

*Market Share = Roadmap / Total Market Share (excluding emergent procedures)

Where Is Growth Coming From And What Is Mix?

This section looks at overall growth by procedure type, and where the growth is coming from (MIS/Open/Other)

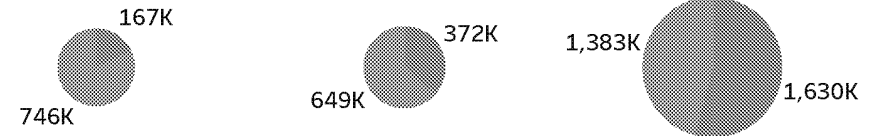
Modality
■ MIS/Other
■ Open

dV Growth By Modality (vs. '18)

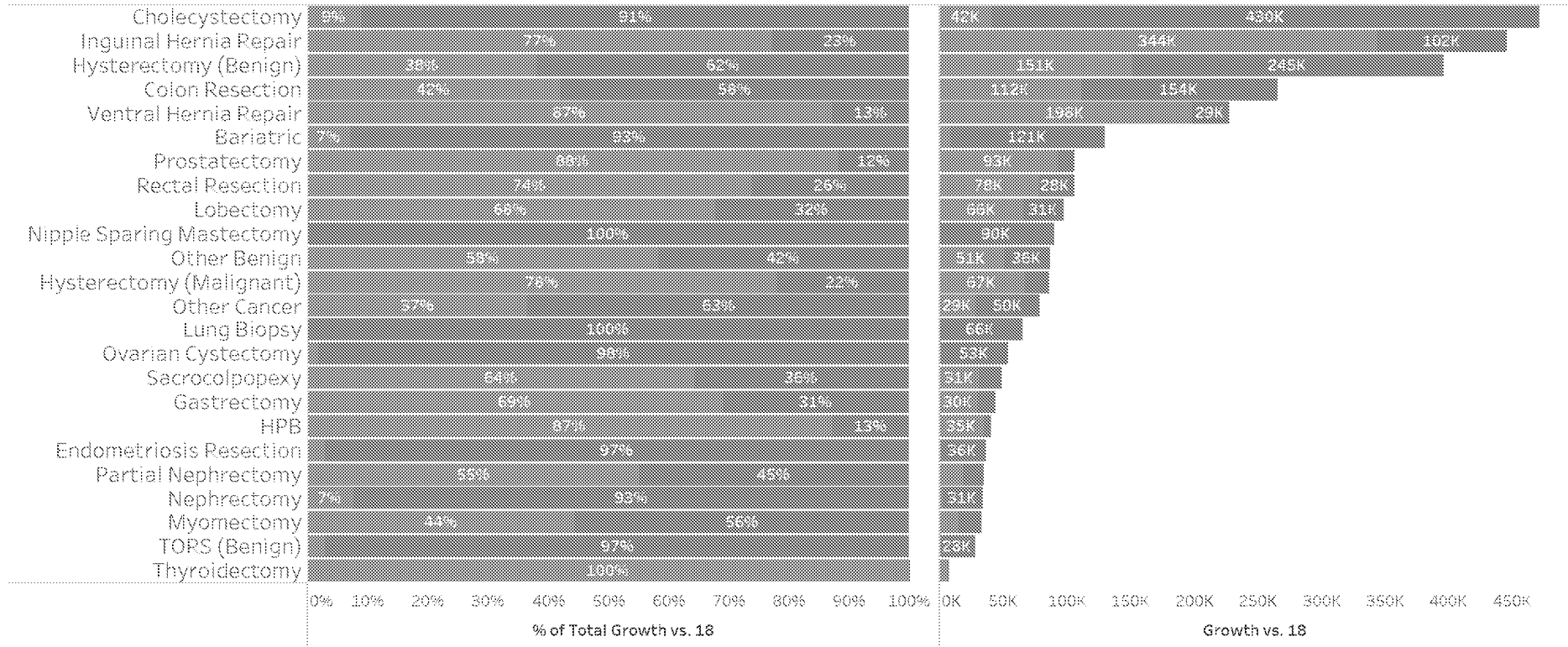
2022 LRM Growth

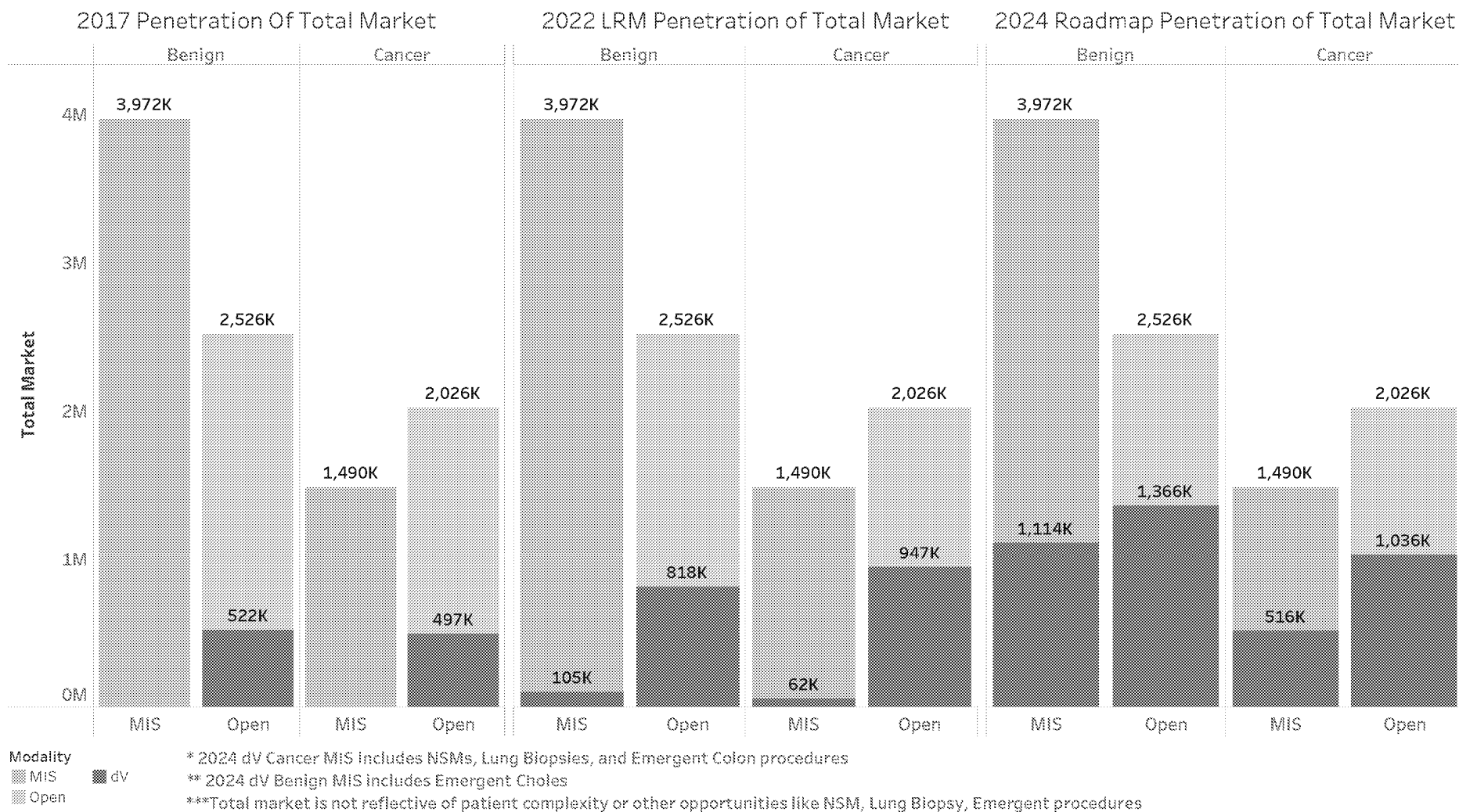
2021 Growth To 2M

2024 Growth To 4M

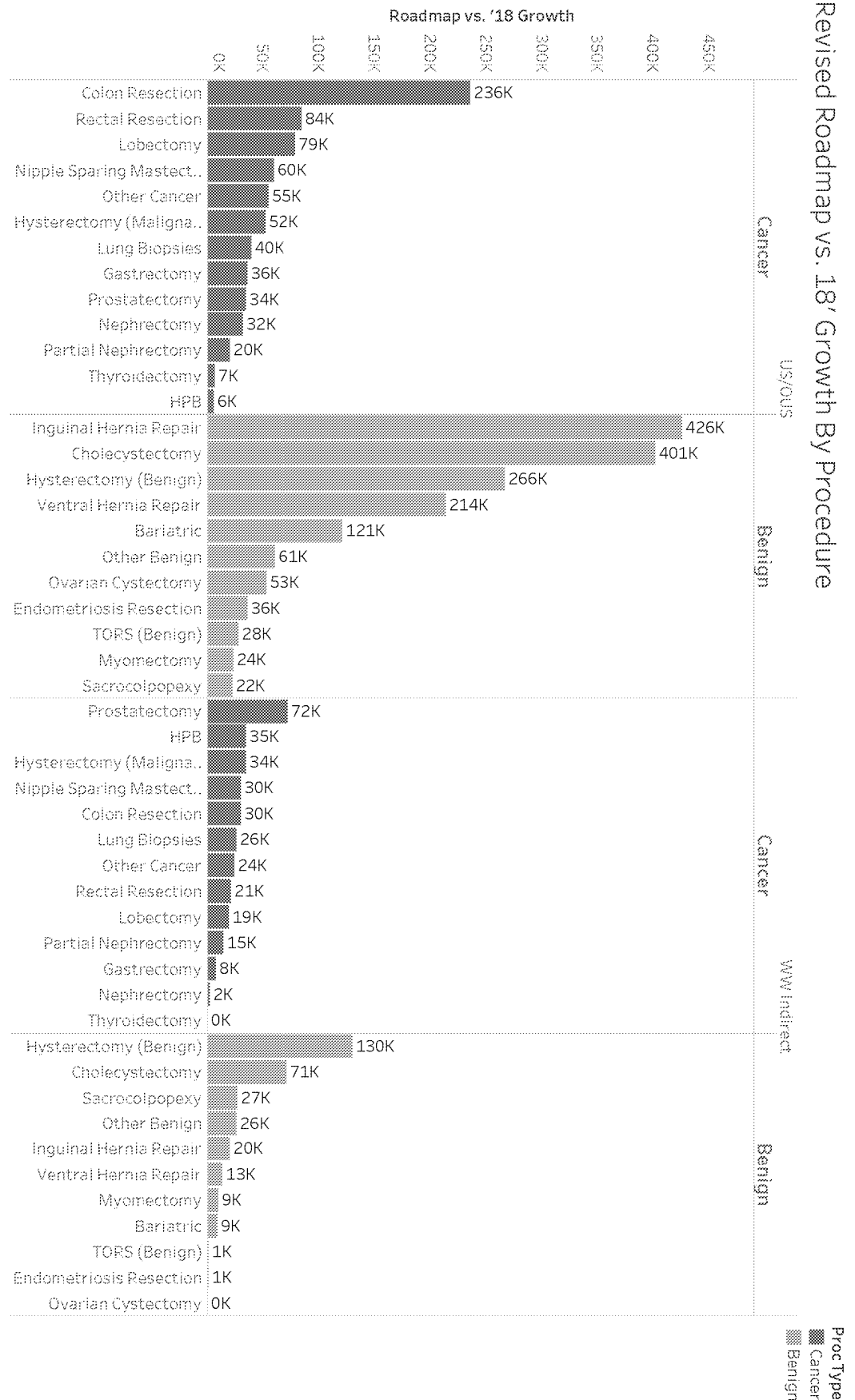


2024 Growth (vs. '18)

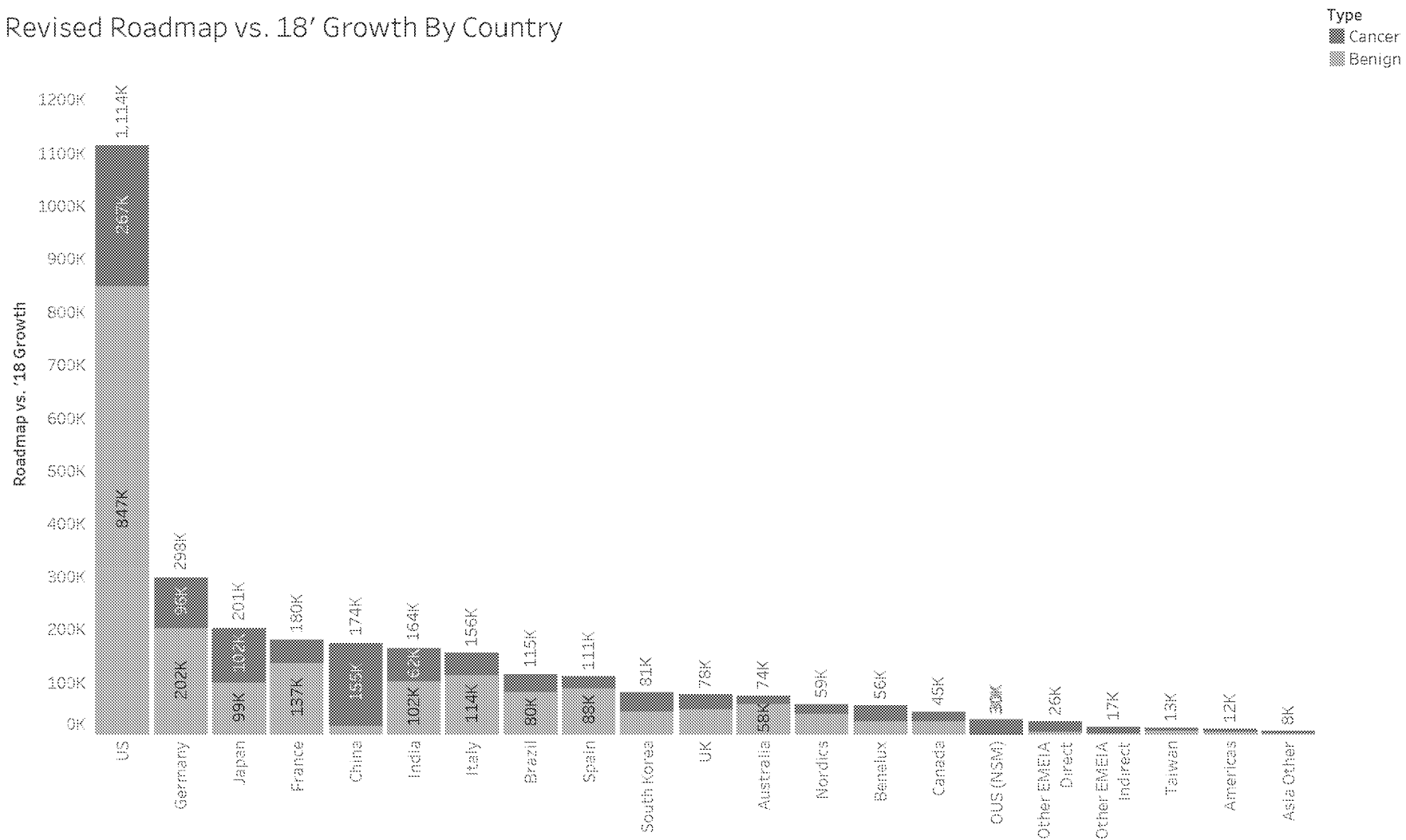




Revised Roadmap vs. '18 Growth By Procedure



Revised Roadmap vs. 18' Growth By Country



18' vs. 24' Roadmap Change

	US	China	India	Japan	Germany	France	Brazil	Italy	Spain	UK	South Korea	Australia	Benelux	OUS (NSM)	Nordics	Canada	Other EMEA Di..	Taiwan	Other EMEA In..	Americas	Asia Other	Grand Total
Cancer																						
Colon Resection	108K	9K	4K	23K	46K	15K	4K	9K	6K	6K	5K	3K	6K		10K	9K	3K	0K	0K	0K	0K	265K
Lung Biopsies	22K	26K			5K	4K		3K	2K	4K												66K
Lobectomy	21K	9K	6K	18K	10K	6K	1K	4K	2K	4K	4K	1K	6K		2K	1K	0K	1K	0K	0K	0K	98K
HPB	1K	32K	0K	2K	0K	0K	0K	0K	0K	0K	1K	1K	0K		0K	0K	0K	0K	0K	0K	0K	40K
Nipple Sparing Mastect..	30K	30K												30K								90K
Hysterectomy (Maligna..	14K	9K	12K	10K	6K	5K	4K	3K	1K	5K	2K	5K	4K		1K	3K	0K	2K	0K	0K	0K	86K
Prostatectomy	2K	18K	16K	3K	5K	3K	18K	9K	6K	2K	0K	3K	2K		1K	3K	2K	1K	6K	6K	2K	106K
Rectal Resection	14K	6K	6K	12K	16K	5K	4K	7K	2K	4K	8K	2K	7K		3K	2K	7K	1K	0K	0K	0K	106K
Other Cancer	37K	4K	16K	1K	2K	1K	2K	1K	1K	3K	5K	0K	1K		1K	0K	1K	1K	0K	0K	0K	79K
Gastrectomy	4K	6K	0K	28K	0K	0K	0K	0K	0K	0K	2K	0K	0K		0K	0K	0K	0K	0K	0K	0K	43K
Partial Nephrectomy	3K	5K	1K	2K	2K	2K	1K	2K	0K	0K	1K	1K	1K		0K	0K	7K	0K	6K	0K	0K	35K
Nephrectomy	11K	1K	0K	3K	4K	2K	0K	3K	1K	2K	1K	0K	2K		1K	0K	0K	0K	0K	0K	0K	34K
Benign																						
Cholecystectomy	222K	2K	40K	38K	48K	16K	15K	17K	11K	14K	19K	8K	7K		9K	4K	0K	1K	0K	0K	0K	472K
Hysterectomy (Benign)	81K	11K	57K	20K	52K	23K	33K	27K	6K	19K	11K	10K	11K		14K	15K	2K	2K	0K	1K	0K	396K
Inguinal Hernia Repair	157K	0K	0K	10K	60K	59K	0K	67K	44K	5K	0K	18K	4K		9K	0K	0K	0K	0K	0K	0K	446K
Ventral Hernia Repair	135K	0K	0K	0K	27K	24K	0K	1K	24K	2K	0K	10K	0K		2K	0K	0K	0K	0K	0K	0K	227K
Bariatric	98K	0K	1K	0K	0K	9K	6K	1K	1K	4K	0K	1K	3K		4K	0K	1K	0K	0K	0K	0K	130K
Other Benign	46K	3K	2K	7K	2K	1K	3K	1K	0K	0K	0K	3K	0K		1K	3K	0K	2K	3K	3K	3K	85K
Ovarian Cystectomy	28K	0K	0K	18K	0K	0K	0K	0K	0K	0K	5K	0K	0K		0K	0K	0K	0K	0K	0K	0K	54K
Sacrocolpopexy	8K	0K	0K	1K	8K	3K	16K	0K	0K	0K	0K	8K	0K		0K	2K	0K	0K	0K	0K	0K	49K
Myomectomy	6K	0K	0K	4K	2K	1K	7K	0K	0K	0K	8K	0K	0K		0K	1K	1K	0K	0K	0K	0K	33K
Endometriosis Resection	30K	0K	0K	0K	0K	2K	0K	0K	0K	3K	0K	0K	0K		0K	0K	0K	0K	0K	0K	0K	37K
TORS (Benign)	26K	0K	0K	0K	0K	0K	0K	0K	0K	0K	0K	0K	0K		0K	0K	0K	0K	0K	0K	0K	28K
Grand Total	####	172K	164K	201K	298K	180K	115K	156K	111K	77K	75K	74K	56K	30K	59K	45K	26K	13K	17K	12K	8K	####

Tier 1 % of Total Market



Tier 1 Opp Summary

		Tier 1 % of Total Market							Total Market Size							Tier 1 ..	Total ..
		Benelux	France	Germany	Japan	Nordics	UK	US	Benelux	France	Germa..	Japan	Nordics	UK	US	Total	Total
Cancer	Colon Resection	11%	22%	20%		23%	22%	46%	29,308	44,279	79,826		19,777	18,074	251,500	24%	442,764
	Prostatectomy	22%	32%	40%	35%	38%	41%	47%	8,100	19,200	22,548	22,977	8,887	9,000	85,000	36%	175,712
	Thyroidectomy	7%	5%	11%		37%	28%		9,336	48,689	86,312		8,608	16,114		18%	169,059
	Rectal Resection	11%	27%	14%	22%	31%	24%	54%	9,816	18,349	38,500	31,981	6,835	12,022	50,600	26%	168,103
	Hysterectomy (Maligna..	4%	21%	13%	39%	5%		23%	5,620	11,591	14,932	15,479	4,566		80,000	18%	132,188
	Lobectomy	10%	45%	57%	76%	53%	52%	48%	10,320	10,441	17,644	30,096	3,060	6,089	45,000	49%	122,650
	Nephrectomy	27%	33%	33%	4%	40%	35%	68%	9,540	9,325	15,618	13,524	2,750	7,805	40,000	34%	98,562
	Partial Nephrectomy	28%	39%	32%	58%	36%	51%	57%	2,468	5,730	9,190	5,562	1,179	1,619	24,000	43%	49,748
	Cystectomy	15%	35%	36%	20%	44%	48%	129%	3,748	3,335	9,687	4,162	2,130	3,136	10,000	47%	36,198
	HPB							142%							10,000	142%	10,000
Total		15%	29%	28%	36%	34%	38%	68%	88,256	170,939	294,257	123,781	57,792	73,859	596,100	35%	1,404,984
Benign	Cholecystectomy	25%	16%	42%		18%	17%	35%	50,361	115,426	200,000		37,000	89,500	979,000	25%	1,471,287
	Hysterectomy (Benign)	12%	16%	14%	9%	40%	24%	50%	22,480	49,183	115,470	56,506	21,000	42,382	430,000	24%	737,021
	Inguinal Hernia Repair		16%					41%		121,088					475,000	28%	596,088
	Ventral Hernia Repair		16%					53%		47,512					300,000	34%	347,512
	Bariatric	19%	21%	21%		15%	8%	47%	20,350	54,524	1,230		12,000	6,391	180,000	22%	274,495
	Other Thoracic							39%							55,000	39%	55,000
	Sacrocolpopexy		20%	0%			18%			18,000	24,634			2,561		13%	45,195
	Myomectomy		22%	8%			88%			5,808	7,236			2,596		39%	15,640
	Pyeloplasty (Adult & Pe..				58%							1,000				58%	1,000
	Total	19%	18%	17%	34%	24%	31%	44%	93,191	411,541	348,570	57,506	70,000	143,430	2,419,000	27%	3,543,238
Grand Total		16%	24%	24%	36%	32%	35%	59%	181,447	582,480	642,827	181,287	127,792	217,289	3,015,100	33%	4,948,222

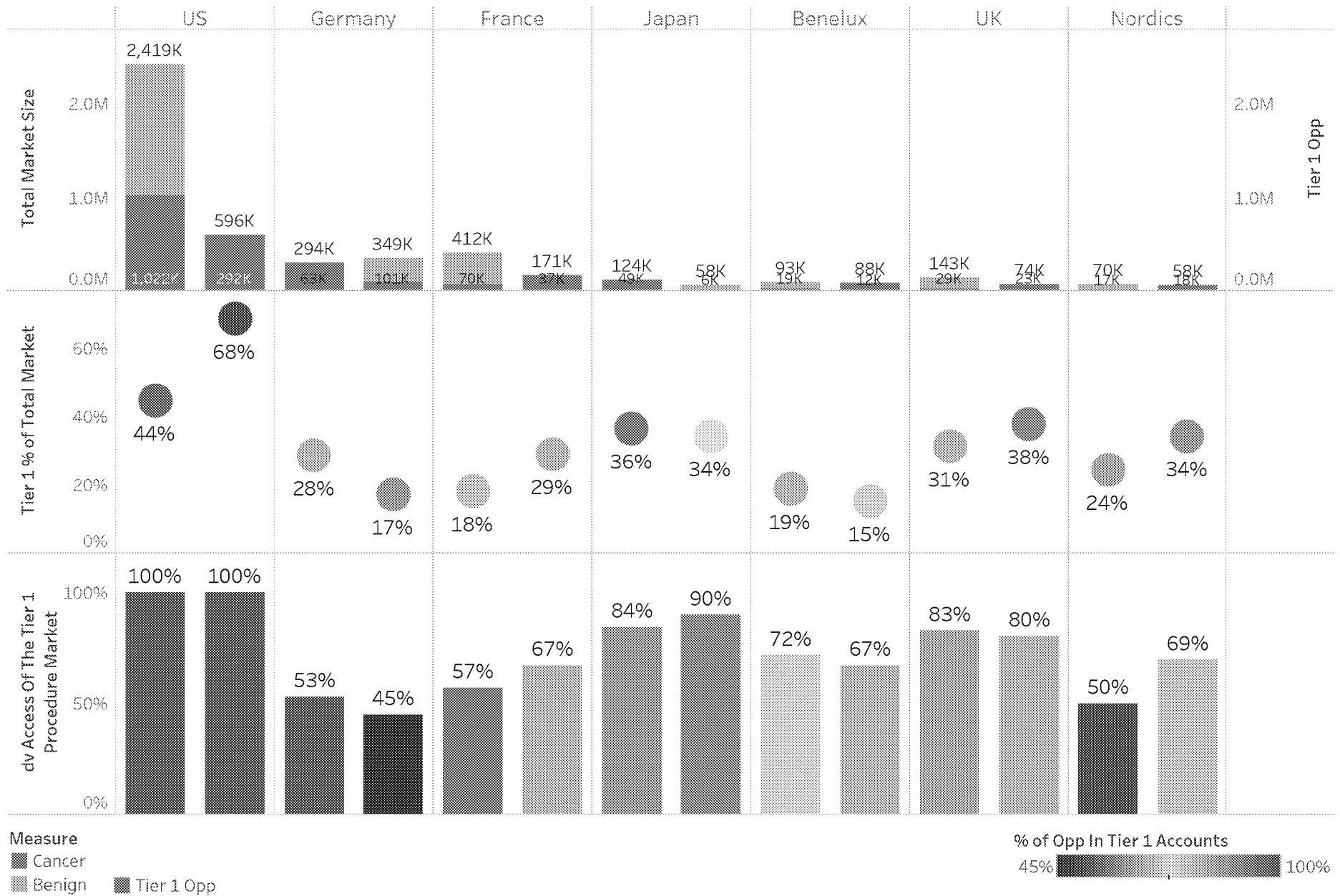
Tier 1 % of Total Market/dV Penetration of Tier 1 Opportunity

0% 100% *dV Penetration based on '17 dV volumes

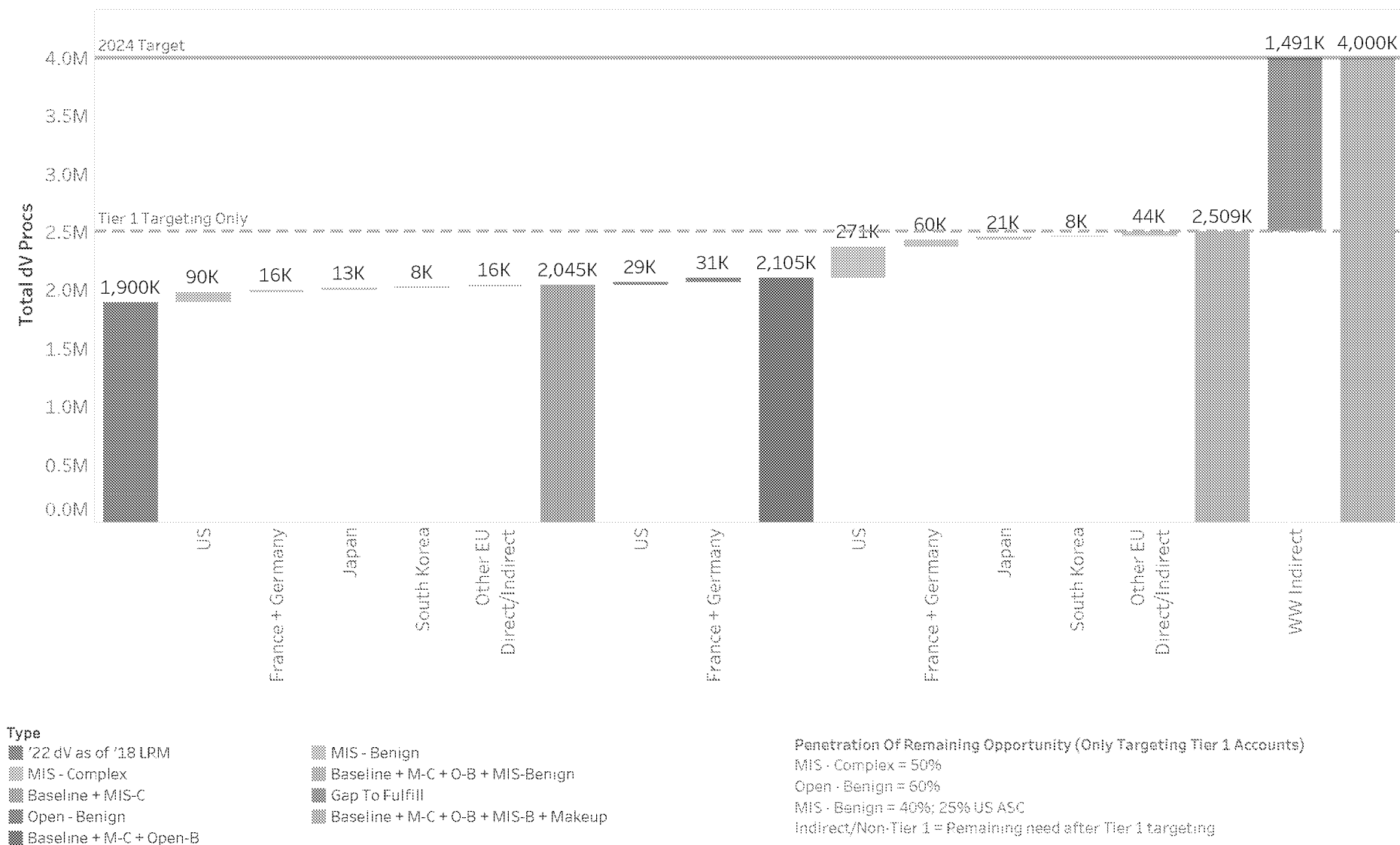
dV Penetration of Tier 1 Opportunity

		Tier 1 % of Total Market							dV Penetration of Tier 1 Accounts							Tier 1 ... dV Pen..		
		Benelux	France	Germany	Japan	Nordics	UK	US	Benelux	France	Germa..	Japan	Nordics	UK	US	Total	Total	
Cancer	Colon Resection	11%	22%	20%		23%	22%	46%	9%	2%	1%		2%	2%	10%	24%	4%	
	Prostatectomy	22%	32%	40%	35%	38%	41%	47%	98%	64%	50%		82%	100%	98%	36%	82%	
	Thyroidectomy	7%	5%	11%		37%	28%		4%	1%	0%		0%	0%		18%	1%	
	Rectal Resection	11%	27%	14%	22%	31%	24%	54%	26%	5%	5%		18%	10%	29%	26%	16%	
	Hysterectomy (Maligna..	4%	21%	13%	39%	5%		23%	100%	15%	11%		100%		100%	18%	65%	
	Lobectomy	10%	45%	57%	76%	53%	52%	48%	4%	8%	1%		2%	3%	14%	49%	5%	
	Nephrectomy	27%	33%	33%	4%	40%	35%	68%	4%	5%	2%		9%	5%	19%	34%	7%	
	Partial Nephrectomy	28%	39%	32%	58%	36%	51%	57%	34%	61%	38%		72%	98%	76%	43%	63%	
	Cystectomy	15%	35%	36%	20%	44%	48%	129%	30%	19%	1%		38%	34%	16%	47%	23%	
HPB																15%	142%	15%
Total		15%	29%	28%	36%	34%	38%	68%	34%	20%	12%		36%	32%	42%	35%	29%	
Benign	Cholecystectomy	25%	16%	42%		18%	17%	35%	0%	0%	0%		0%	0%	3%	25%	1%	
	Hysterectomy (Benign)	12%	16%	14%	9%	40%	24%	50%	4%	3%	1%		4%	2%	23%	24%	6%	
	Inguinal Hernia Repair		16%					41%		0%					10%	28%	5%	
	Ventral Hernia Repair		16%					53%		0%					9%	34%	4%	
	Bariatric	19%	21%	21%		15%	8%	47%	0%	2%	35%		0%	0%	9%	22%	8%	
	Other Thoracic							39%							14%	39%	14%	
	Sacrocolpopexy		20%	0%			18%			7%	81%			0%		13%	29%	
	Myomectomy		22%	5%			88%			5%	2%			0%		39%	2%	
	Pyeloplasty (Adult & Pe..				58%											58%		
	Total		19%	18%	17%	34%	24%	31%	44%	1%	2%	24%		1%	0%	11%	27%	7%
	Grand Total		16%	24%	24%	36%	32%	35%	59%	26%	12%	16%		27%	20%	30%	33%	21%

Tier 1 Opp + Tier 1 Opp In Current Accounts



Roadmap Waterfall (Tier 1 Targeting Only)

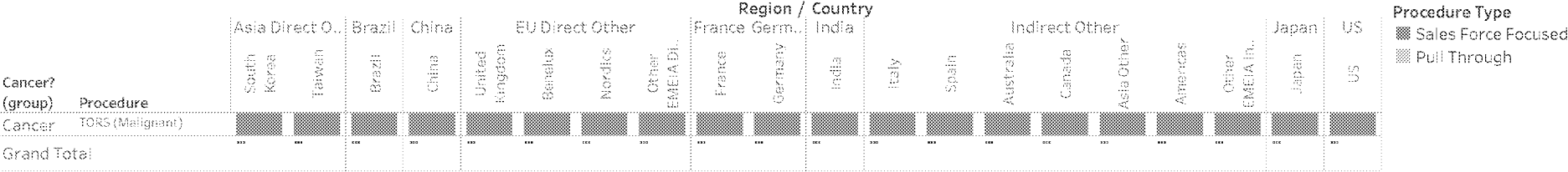


Data Appendix

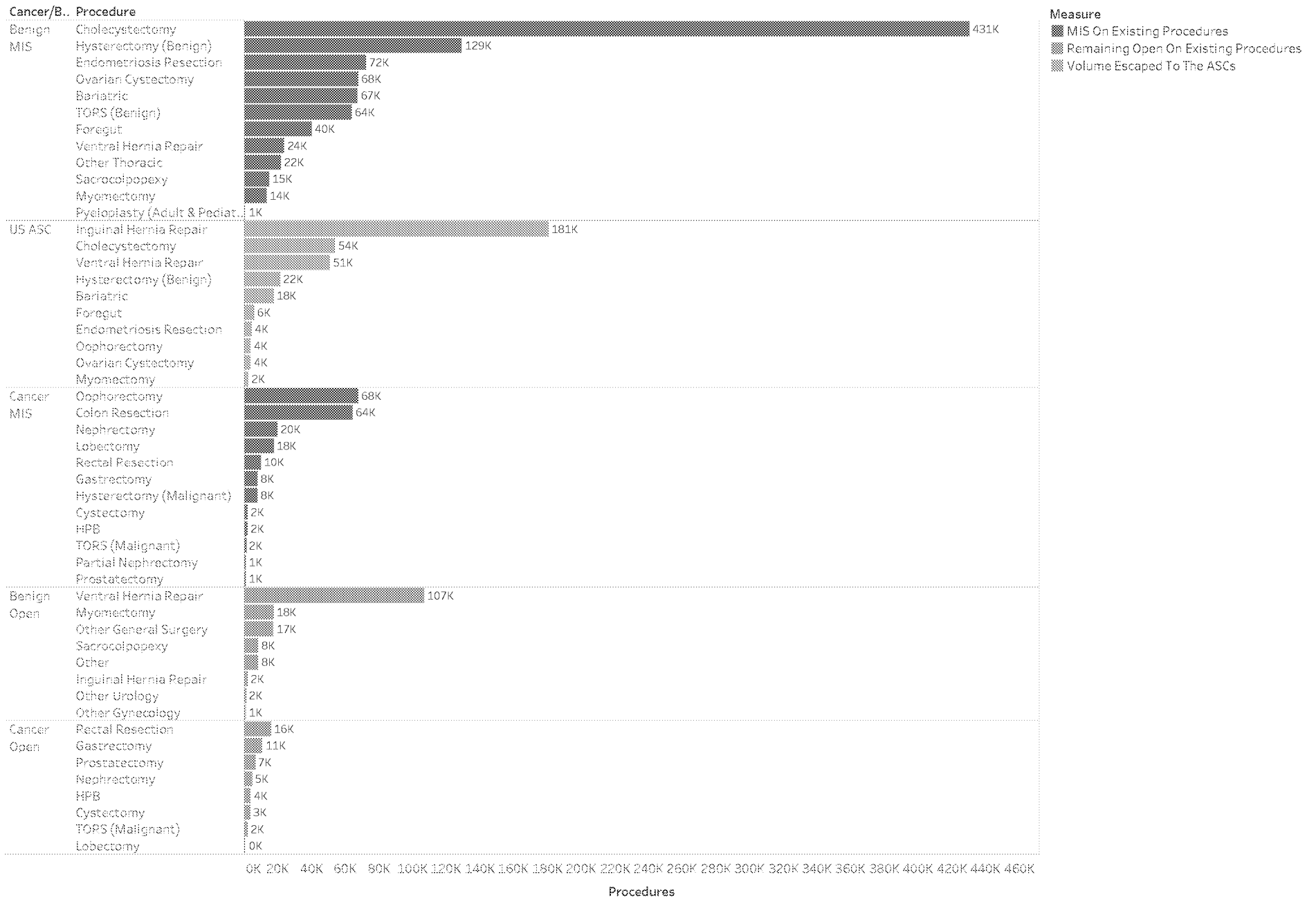
Procedure Representation List

		Region / Country																			Procedure Type		
		Asia Direct O...		Brazil	China	EU Direct Other				France	Germ...	India			Indirect Other			Americas	Other EMEA In...	Japan	US	Sales Force Focused	Pull Through
Cancer? (group)	Procedure	South Korea	Taiwan	Brazil	China	United Kingdom	Benelux	Nordics	Other EMEA DL	France	Germany	India	Italy	Spain	Australia	Canada	Asia Other	Americas	Other EMEA In...	Japan	US		
Benign	Bariatric																						
	Cholecystectomy																						
	Endometriosis Resection																						
	Foregut																						
	Hysterectomy (Benign)																						
	Inguinal Hernia Repair																						
	Myomectomy																						
	Other																						
	Other General Surgery																						
	Other Gynecology																						
	Other Thoracic																						
	Other Urology																						
	Ovarian Cystectomy																						
	Pyeloplasty (Adult & Pediatric)																						
	Sacrocolpopexy																						
	TORS (Benign)																						
Ventral Hernia Repair																							
Cancer	Colon Resection																						
	Cystectomy																						
	Gastrectomy																						
	HPB																						
	Hysterectomy (Malignant)																						
	Lobectomy																						
	Nephrectomy																						
	Oophorectomy																						
	Partial Nephrectomy																						
	Prostatectomy																						
	Rectal Resection																						
	TORS (Malignant)																						

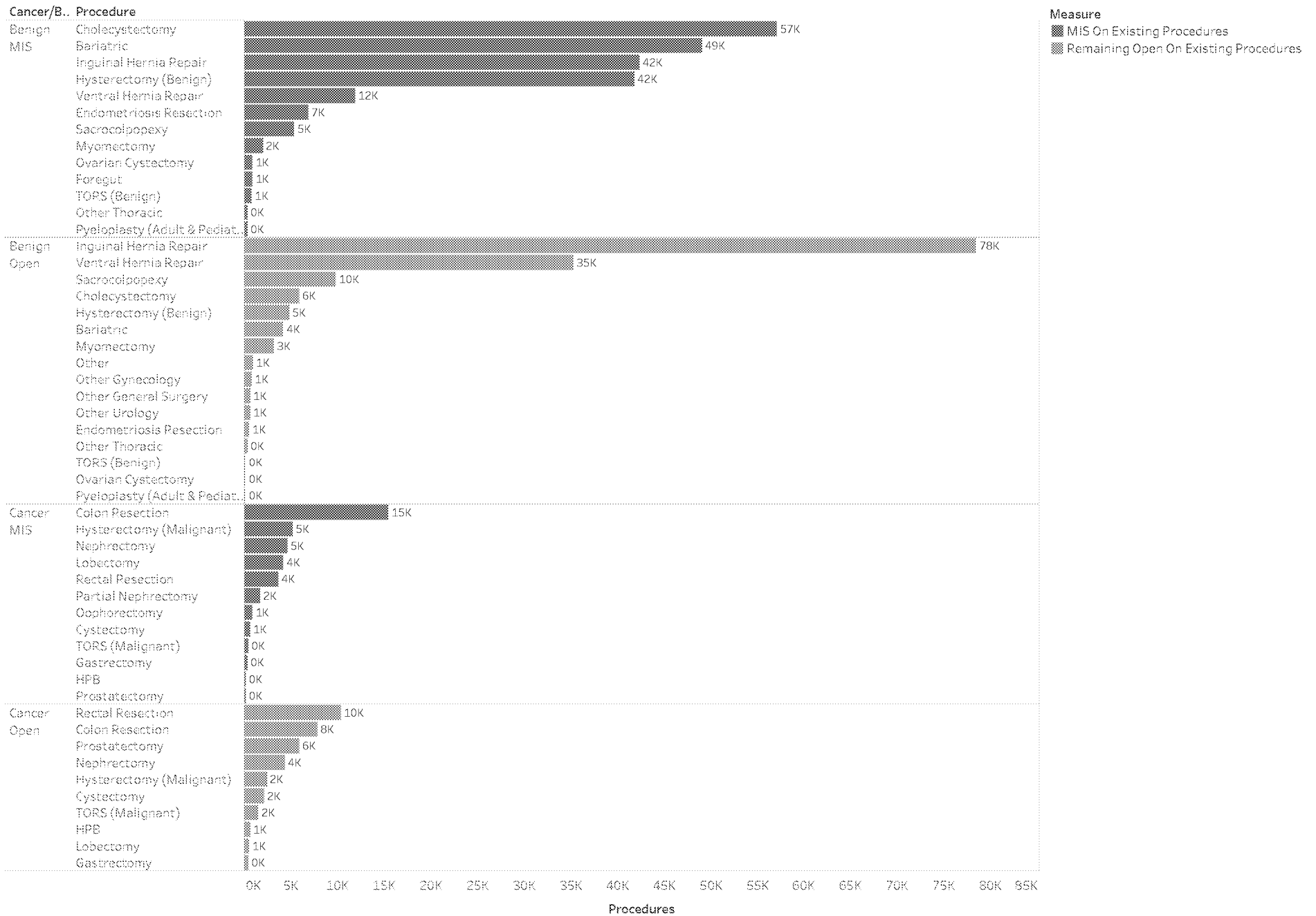
Procedure Representation List



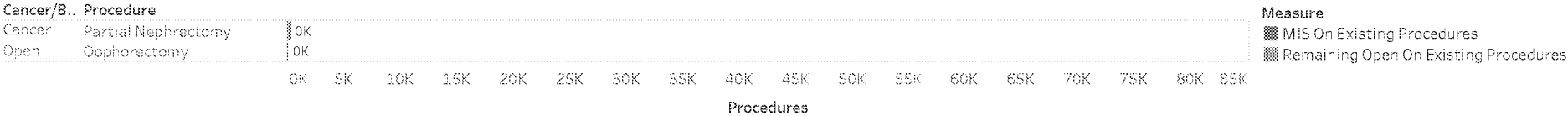
US - Procedure Specific



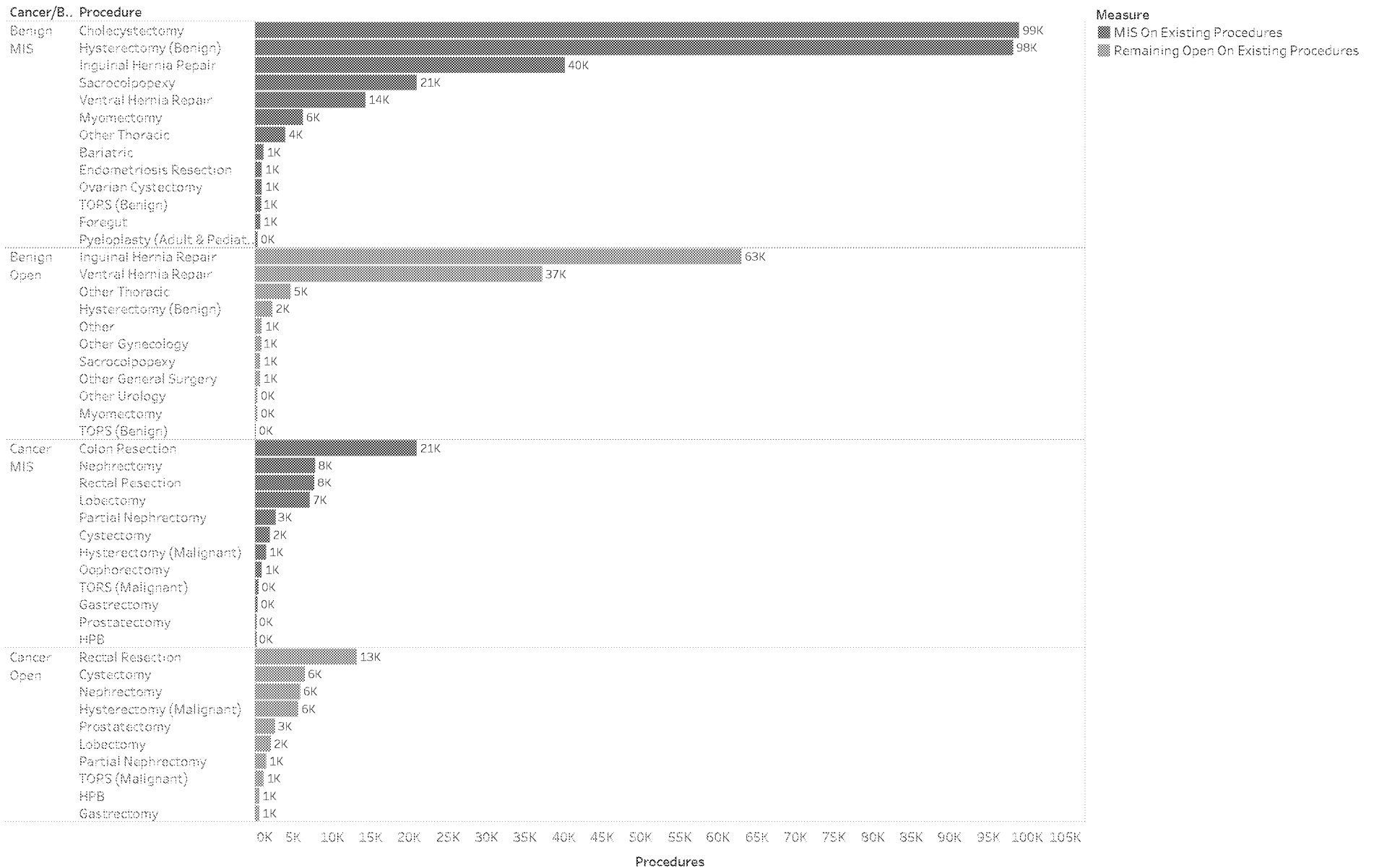
France - Procedure Specific



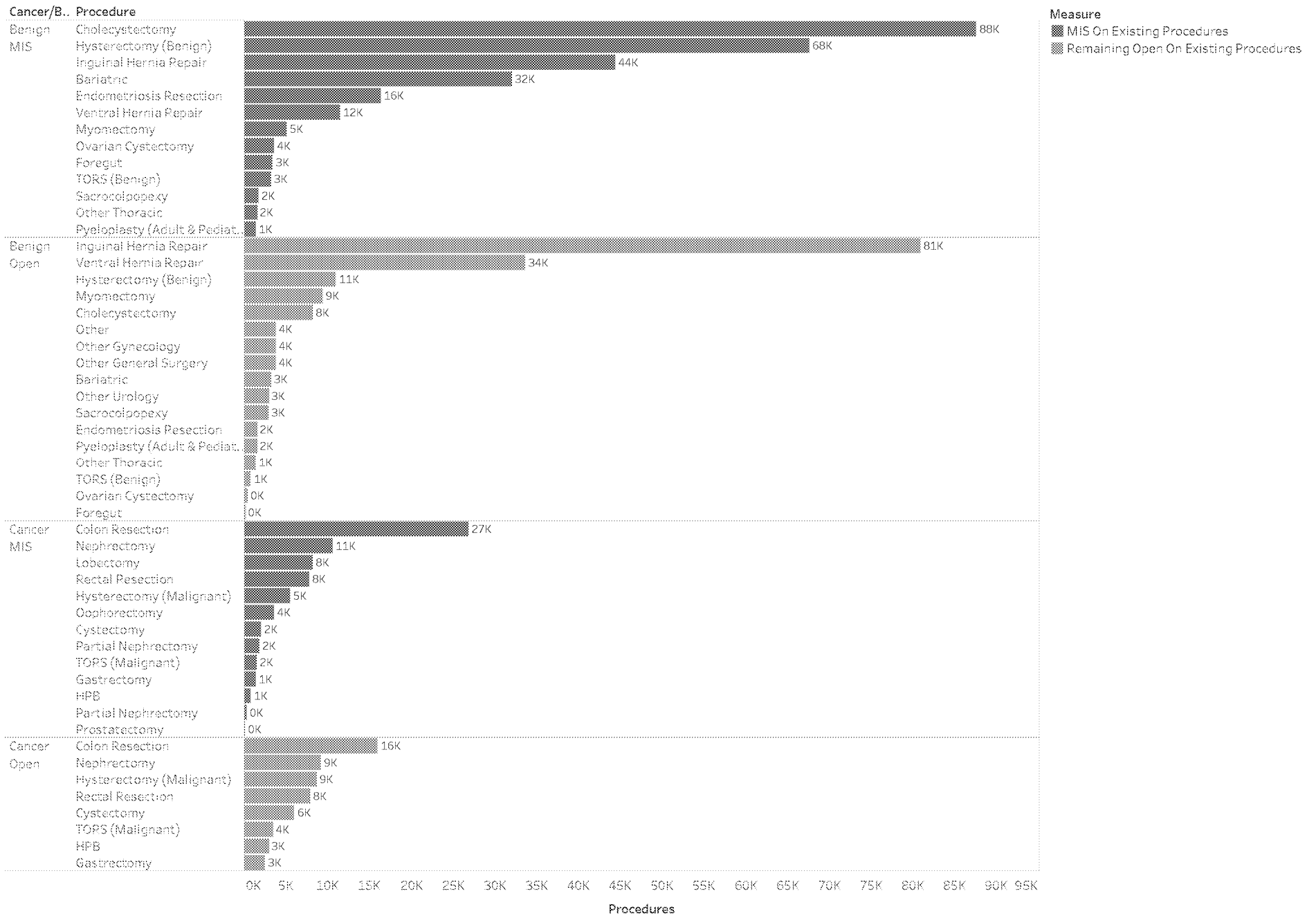
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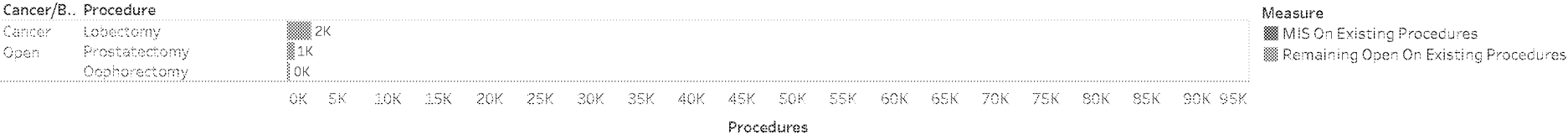
Germany - Procedure Specific



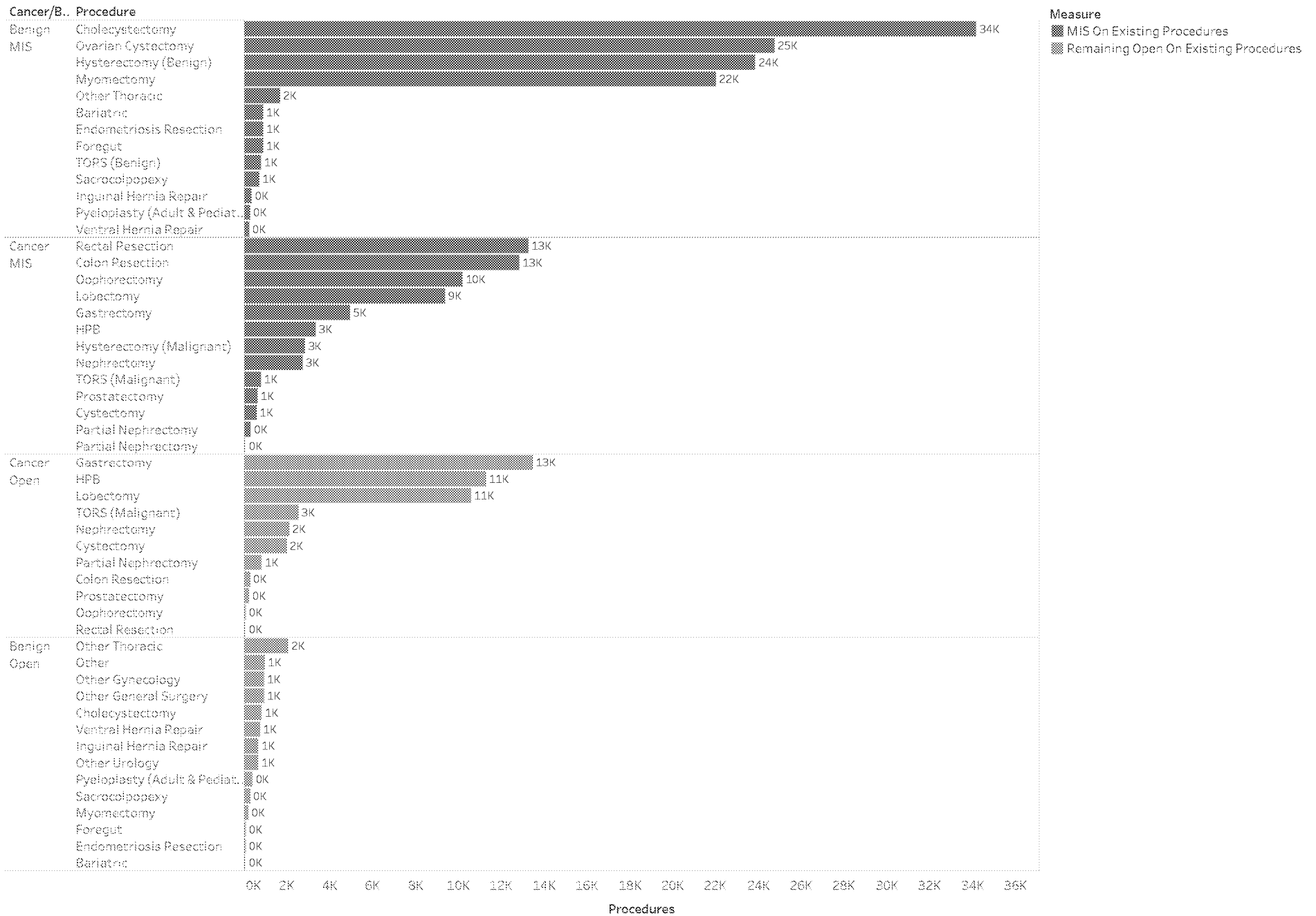
EU Direct Other (Non Ger/Fra) - Procedure Specific



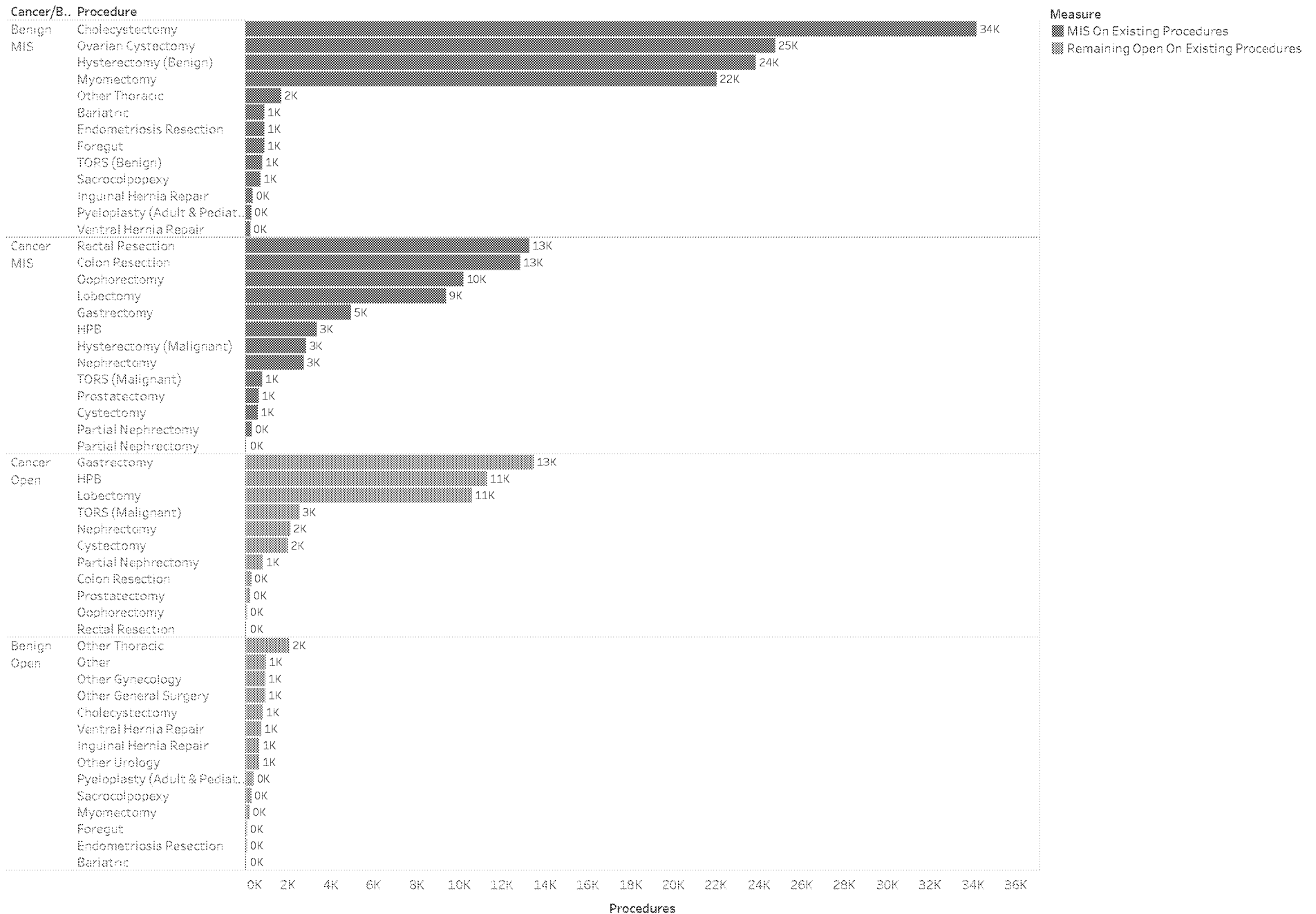
EU Direct Other (Non Ger/Fra) - Procedure Specific



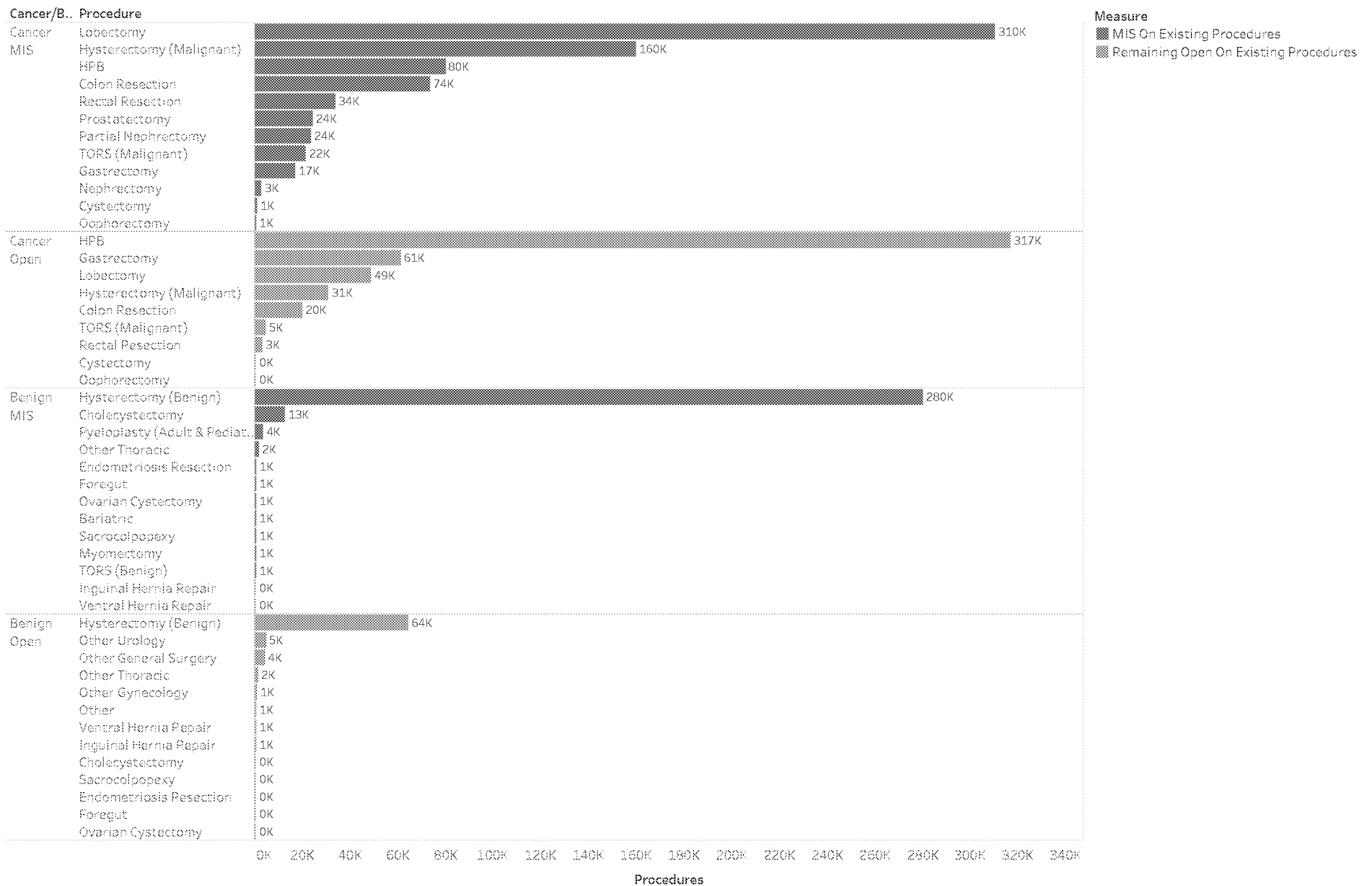
Japan - Procedure Specific



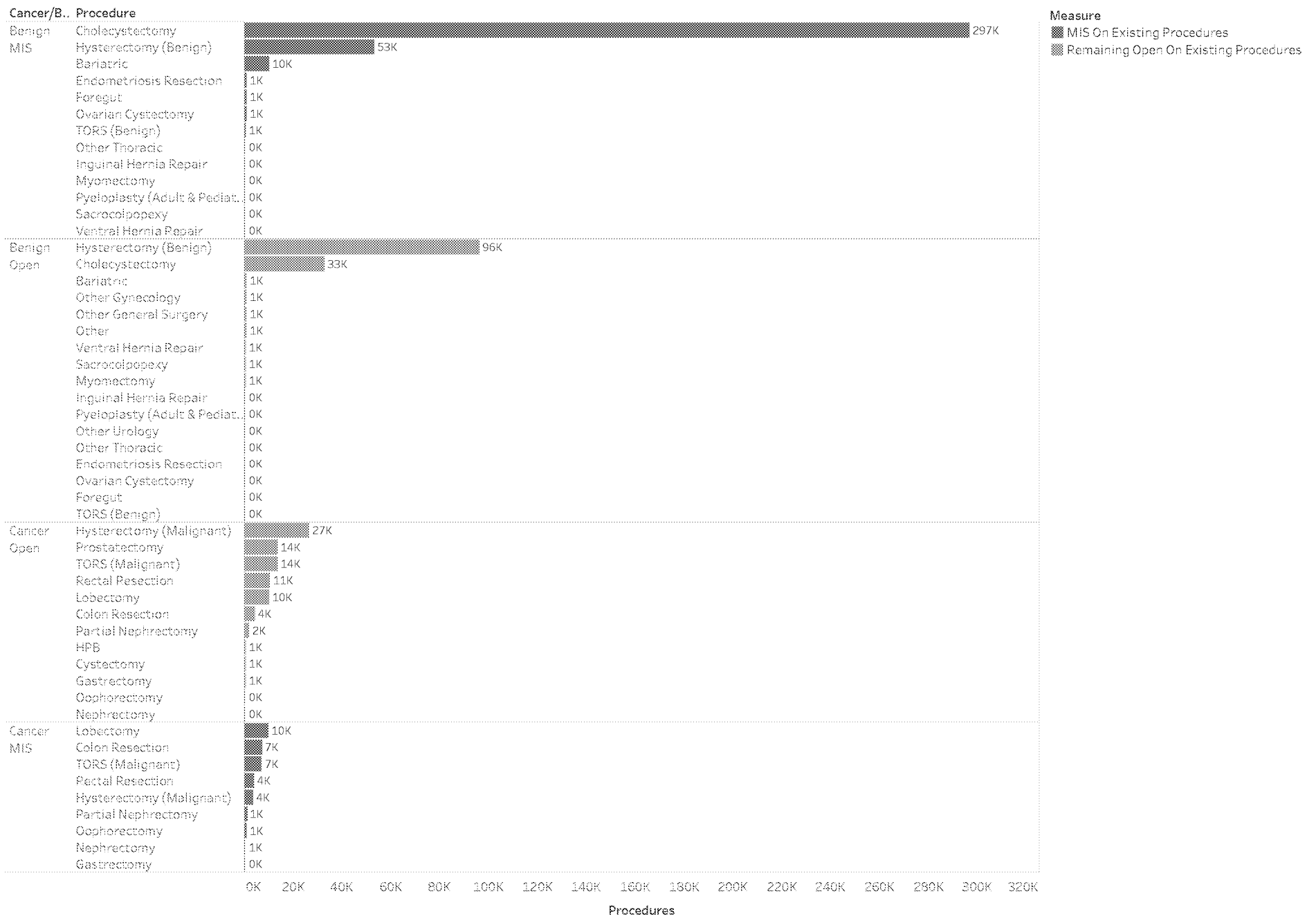
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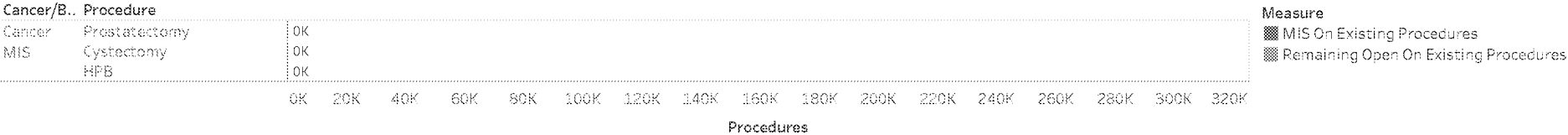
China - Procedure Specific



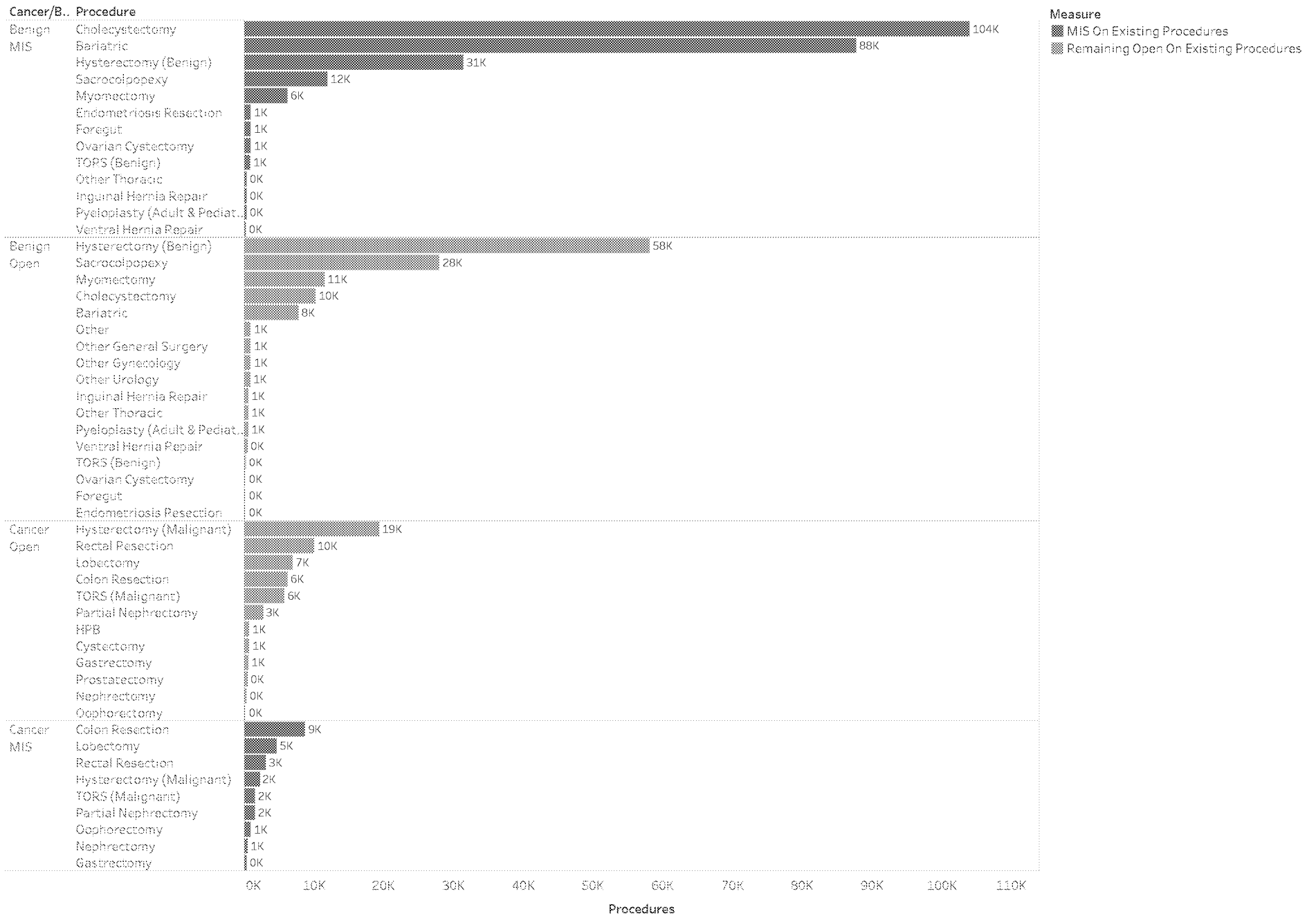
India - Procedure Specific



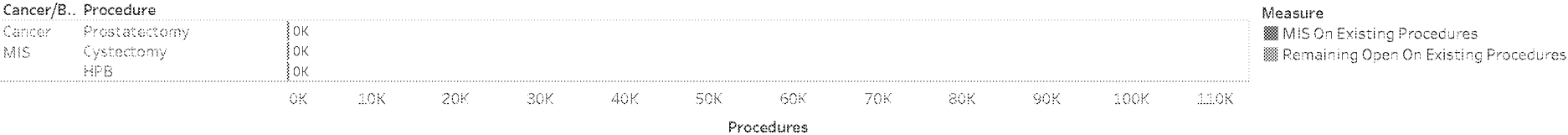
India - Procedure Specific



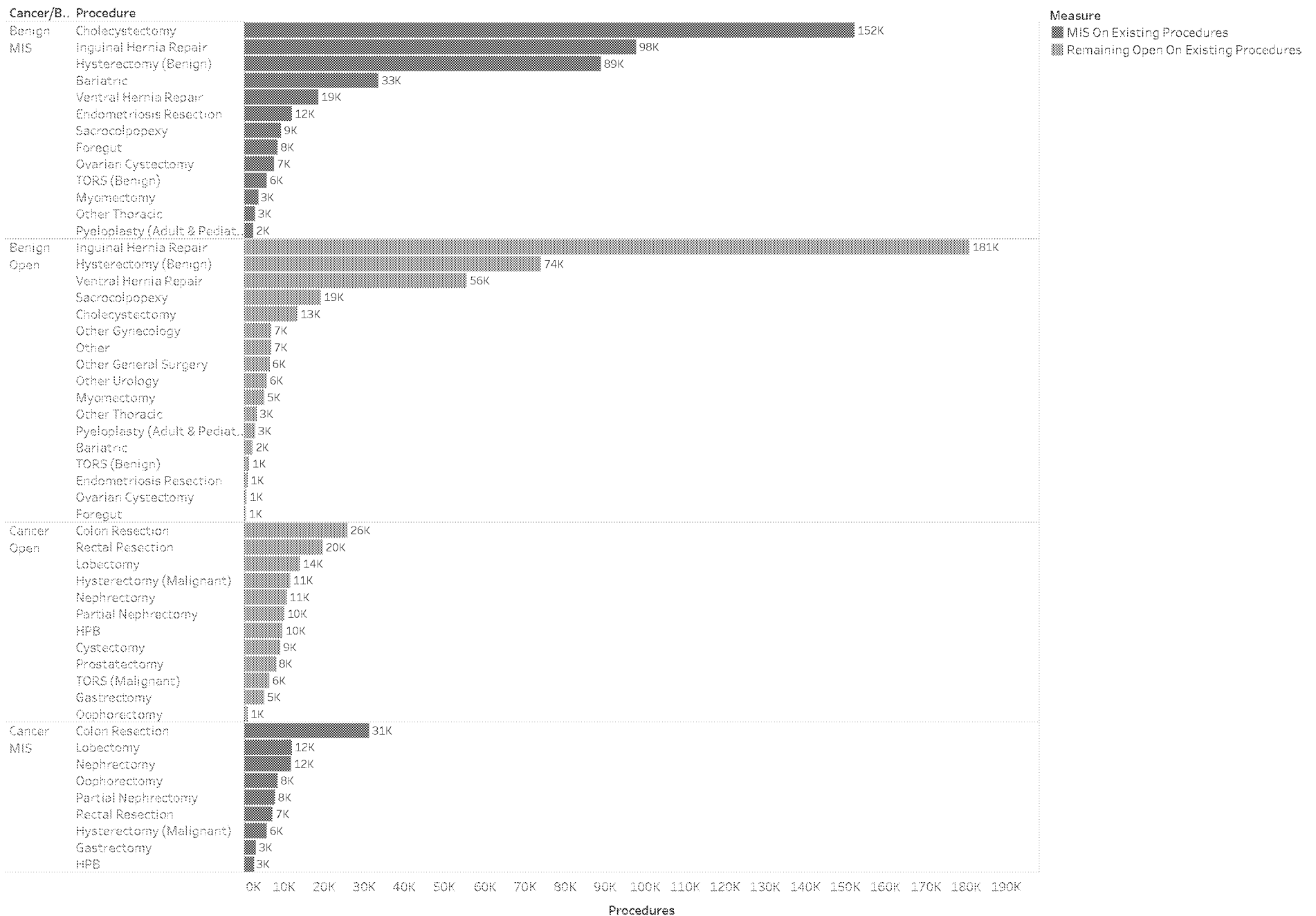
Brazil - Procedure Specific



Brazil - Procedure Specific



Indirect Other - Procedure Specific



Indirect Other - Procedure Specific

